

UNIVERSAL
CLASSIFICATION
STANDARD



N O R M E
GÉNÉRALE DE
CLASSIFICATION

UCS Package

- Please keep all paperwork (work descriptions, evaluations sheets and emails) intact.
- Please do not remove from position file.

Thank you

Feb '02 KM.
Jan '01 -KC
1 Aug '01 KM
25 Mar '02 KM.

Murray, Krista L

From: Dominey, Yvonne
Sent: Monday, March 04, 2002 2:49 PM
To: Murray, Krista L

The following positions have been reclassified from PM-03 to PM-04: 13673, 13672, 20612, 13671, 13670, 13667, 13668, 13669, 13674, 13665 and 13666 effective April 1/01.

Position 13665r2


This position has been linked to the regional model;

Business Manager

Decision Number: 20157

To view wd and ratings, see position 13671r2

4 Feb 02 (KLM)

 Universal Classification Standard (UCS) / Norme générale de classification (NGC)		Fisheries and Oceans - Maritimes Region / Pêches et Océans Canada - Région des Maritimes	
Evaluation Register / Registre d'évaluation		Position no.(s)/ No.(s) poste(s) 13665, 13666, 13667, 13668, 13669, 13670, 13671, 13672, 13673, 13674, 20612	
		Decision no. / Décision	20157
Re-evaluation / Réévaluation		Entered in / Saisies dans: PeopleSoft	
Relativity Review / Examen de relativité <input checked="" type="checkbox"/>		by/ par	Krista Murray
		date	13-Jul-01
		Members of the evaluation committee / Membres du comité d'évaluation :	
Evaluation Date / Date d'évaluation :		Kim Crossland	
WD Date / Date de la desc. de travail :		Claude Burry	
Similar to / Semblable à :		Serge Theriault	
Eléments/ Éléments		Ratings / Cotes	Brief Explanations / explications
1	Information for the Use of Others Information utilisée par d'autres	C3	Rating changed from C4 to C3. This element describes the work the business managers do with the Harbour Authorities (who are not DFO employees) and other stakeholders. The work includes transforming information into alternate forms, explaining the rights and entitlements of the harbour policies, etc. and the latitude to adapt departmental procedures and make recommendations to management within DFO to the Harbour Authorities.
2	Well-Being of Individuals / Bien-être d'autrui	1	Review of this element was not required.
3	Leadership of Human Resources / Leadership des ressources humaines	3	Rating changed from 5 to 3. See Standard 2.0, rating of 3. The business manager is responsible to lead short-term work groups and contribute to new skill development by providing technical guidance to the Harbour Authorities and consultants/contractors. The business manager does not manage DFO employees. (This element will be reworded to better reflect this.)
4 (A)	Money / Argent : Planning and Controlling / Planification et contrôle	A4	Rating did not change. See Standard 2.0, rating of 4. As described in the 1st and 2nd paragraphs of this element, the incumbent is required to provide risk analyses and contingency planning for harbour management for both the department and the Harbour Authorities and its stakeholders. The incumbent has moderate latitude to apply directives and choose from among a number of options.
(B)	Acquiring funds / Obtention de fonds	B4	Rating did not change. See Standard 2.0, rating of 4. Incumbent has the latitude to negotiate cost-sharing/joint venture agreements and determine lease and licence rentals on behalf of the department.
(C)	Spending Funds / Dépense de fonds	C4	Rating did not change. See Standard 2.0, rating of 4. Incumbent is responsible for community funds for contribution and other financial agreements - has substantial latitude to choose from various options.
5	Physical Assets and Products / Ressources matérielles et produits	C5	Rating did not change. As noted in the 2nd paragraph of this element, has custody of seized evidence for court.

	Elements/ Éléments	Ratings / Cotes	Brief Explanations / explications	Brèves
6	Ensuring Compliance / Surveillance de la conformité	3	Review of this element was not required.	
7 (A)	Job Content Knowledge / Connaissance du domaine de travail	A5	Rating changed from A6 to A5. <u>Real Property/Business Management</u> As described in paragraphs 1, 2, 4, 5, 7 and 8, incumbent is required to have a very sound knowledge of real property/business management in order to best manage the property and facilities.	
(B)		B4	Rating change from B5 to B4. <u>Commercial/Recreational Harbour Management</u> As described in paragraphs 3 and 6, incumbent is required to know how enforcement techniques, environmental issues and harbour standards in order to choose the most appropriate course of action for the recreational/commercial stakeholders of each harbour.	
(C)		C3	Review of this element was not required. <u>II</u>	
(D)		D1	Review of this element was not required. <u>N/A</u>	
8 (A)	Contextual Knowledge / Connaissance du contexte	A4	Review of this element was not required.	
(B)		B4	Rating did not change. Incumbent is required to choose the best of action for the department .	
(C)		C3	Rating changed from C4 to C3. Incumbent is required understand and follow various acts, regulations and policies of other government departments and agencies.	
(D)		D3	Rating changed from D4 to D3. See Technical Bulletin No. 3, page 7, Item D3. Incumbent is required to understand the socio-economic and political issues that will impact the decision-making process of their work.	
(E)		E1	Review of this element was not required.	
(F)		F4	Rating did not change. See Technical Bulletin No. 3, page 7, Item F4. Incumbent is required to understand federal regulations and legislation to ensure the Harbours management/enforcement complies with them..	
9 (A)	Communication In / Réception	A3	Rating did not change. Incumbent is required to chair various public meeting and it is extremely important to understand and comprehend the various cultural differences, interpret the tone of the stakeholders and to interpret the hidden message (reading between the lines) in confrontational situations.	
(B)	Out / Transmission	B4	Rating did not change. Incumbent is required to present arguments and dissuade stakeholders where the goal of the conversation to persuade the stakeholders/public to change their way of doing of business.	
10	Motor and Sensory Skills / Habilités motrices et sensorielles	1	Review of this element was not required.	
11	Intellectual Effort / Effort intellectuel	B3	Review of this element was not required.	
12	Sustained Attention / Attention soutenue	A1	Review of this element was not required.	
13	Psychological-Emotional Effort / Effort psychologique-émotionnel	B2	Review of this element was not required.	
14	Physical Effort / Effort physique	B2	Rating did not change. Frequently, the incumbent is required to where protective, safety equipment and carry heavy equipment when completing facility/wharf inspections.	

	Elements/ Éléments	Ratings / Cotes	Brief Explanations / explications	Brèves
15 (A)	Work Environment / Environnement de travail Psycho. Env. / Env. psychologique	A2	Review of this element was not required.	
(B)	Physical Env. / Env. physique	B2	Rating changed from B3 to B2. On occasion, on site conditions at work (in the field) could cause a moderate degree of physical discomfort (inclement weather, heat/cold, dust, fumes, noise, terrain, wearing protective/safety clothing).	
16	Risk to Health / Risque pour la Santé	2	Rating did not change. Incumbent is often in confrontational situations with the stakeholders and travels to remote locations to inspect unsafe and derelict infrastructures.	

Level / Niveau	Points
8	2450

Additional Comments / Commentaires supplémentaires:

Regional Model

UCS Evaluation Report
Rapport d'évaluation sur la NGC

D# 20157
entered in PS
POS 13465 r 1.

Tracking # /
de documentation: 13671r1

Committee Members/
Membres du comité:

Committee No./
Comité numéro: _____

Kim Crossland
Jeff Irwin

Date: 19 Feb 01

Evaluation/Évaluation

Element Élément	Co-ordinates Coordonnées	Short Explanations/Brèves explications
1. Information for the Use of Others Information utilisée par d'autres	C4	Access govt services (harbour authorities, public, etc.) Elaborates on existing information, develops methodologies.
2. Well-Being of Individuals Bien-être d'autrui	1	N/A.
3. Leadership of Human Resources Leadership des ressources humaines	5	leads multi-disciplinary work group. develops work plans. Creates partnerships to accomplish objectives. provides functional direction
4. Money Argent	A <u>4</u> B <u>4</u> C <u>4</u>	Risk analysis/mgmt. contribution agreement negotiator Commits funds for contribution agreements.
5. Physical Assets and Products Ressources matérielles et produits	C5	Court Evidence belonging to public. Irreplaceable.
6. Ensuring Compliance Surveillance de la conformité	3	Monitors, reports, offers analysis Selects from a range of precedents to identify appropriate action.
7. Job Content Knowledge Connaissance du domaine du travail	A <u>6</u> B <u>5</u> C <u>3</u> D <u>1</u>	<u>Bus. Mgmt - Financial - Real Property</u> <u>Commercial / Recreation Harbour Mgmt.</u> <u>IT.</u>
8. Contextual Knowledge Connaissance du contexte	A <u>4</u> B <u>4</u> C <u>4</u> D <u>4</u> E <u>1</u> F <u>4</u>	<u>Choose best course of action</u> <u>"</u> <u>"</u> <u>"</u> <u>N/A</u> <u>Choose best course of action</u>

UCS Evaluation Report **Rapport d'évaluation sur la NGC**

Evaluation/Évaluation

Element Élément	Co-ordinates Coordonnées	Short Explanations/Brèves explications
9. Communication Communication	A <u>3</u> B <u>4</u>	Implicit as important as explicit Presents complex, persuasive arguments.
10. Motor and Sensory Skills Habilités motrices et sensorielles	1	Basic
11. Intellectual Effort Effort intellectuel	B3	Medium constraints (financial, political, time pressures) Applies standard, analyze options to improve.
12. Sustained Attention Attention soutenue	A1	Normally can focus on 1 thing at a time. Can choose how & when.
13. Psychological/ Emotional Effort Effort psychologique/ émotionnel	B2	Control over some but not all work demands with moderate intensity. (Political /controversial pressures).
14. Physical Effort Effort physique	B2.	Frequent substantial exertion. (facility inspections)
15. Work Environment Environnement de travail	A <u>2</u> B <u>3</u>	On occasion, moderate psycho On occasion, moderate physical.
16. Risk to Health Risque pour la santé	2	Managed with higher risk to injury - travel to remote sites - facility inspections.

Quality of Work Description - Qualité de la description de travail

Section	Short Explanations/Brèves explications

To Rate the Quality of a Work Description:

Indicate the extent to which the work description was easy to rate by selecting one of the following choices:

- 1 = easy to evaluate
- 2 = somewhat difficult to evaluate
- 3 = not rateable

Pour évaluer la qualité de la description de travail:

Indiquez dans quelle mesure la description de travail a été facile à évaluer en choisissant l'un des numéros suivants:

- 1 = facile à évaluer
- 2 = assez difficile à évaluer
- 3 = impossible à évaluer



Pêches
et Océans

Pêches
et Océans

MEMORANDUM

NOTE DE SERVICE

To
À
Kim Crossland
Regional UCS Coordinator
Maritimes Region
Dartmouth

From
De
Maurice H. Girouard
Regional Director
Small Craft Harbours
Maritimes Region

Security Classification - Classification de sécurité
Unclassified/Non classifié
Our File - Notre référence
Your File - Votre référence
Date
January 2nd, 2001

Subject
Objet
Business Manager Position, SCH Maritimes Region

A review and rewrite of the regional generic UCS job description for the 11 Small Craft Harbours Business Manager positions 07395, 13665, 13666, 13668, 13669, 13670, 13671, 13672, 13673, 13674, and 20612 has been completed and is now being resubmitted for evaluation and classification under UCS.

This document reflects required changes to the description as a result of the review carried out with the UCS exercise. This new description better describes the duties and responsibilities of the Business Managers in the Maritimes Region.

It is also clear that there is substantial change between the earlier evaluated original description and this new document. Subsequently, I would appreciate that this new description be reevaluated so that the new duties and increased responsibilities are rated according to the factors and elements of UCS.

Should you wish to discuss the issue further or require a contact person during the evaluation, please advise me ASAP so that we may attempt to finalize this outstanding issue.

Maurice Girouard

Attachment (Generic j.d.)

Canada



WORK DESCRIPTION

SCH 13665

Ratings for this regional
model are located
on position 13671.

KC
Jan'01

Business Manager

Department/Agency:	Department of Fisheries and Oceans
Section:	
Division:	
Branch:	Small Craft Harbours
Geographic location:	
Security clearance	Basic reliability
Language requirements:	Bilingual: CCC / CCC
Departmental use:	Regional Model - Date Last Updated: 2001-1-3

Immediate supervisor:

Version: Final	Date last updated: 2001-1-4
Classification:	
Effective Date of Decision:	
Model identifier:	

Client-Service Results

Implementing program and policy initiatives to various fishing industry stakeholders and the general public with respect to the management of harbours.

Key Activities

- Implements national and regional policy, procedures, management and budgetary control for a system of commercial fishing and recreational harbours.
- Provides extensive training and business advice to incorporated harbour authorities and appointed harbour managers.
- Negotiates, drafts and recommends for approval commercial and harbour authority leases,

Negotiates, drafts and recommends for approval commercial and harbour authority leases, subleases and lease amendments.

- Negotiates and approves individual harbour authority business plans, budgets and financial statements and provides specific advice regarding business proposals for projects.
- Manages and coordinates a construction program.
- Conducts, initiates and assists in the coordination of the divestiture and privatization of recreational and commercial fishing harbours not intended for harbour authority management.
- Controls management and enforcement activities associated with the operation of real property and facilities.
- Identifies, coordinates and recommends the acquisition of real property that is required for management and operation of commercial fishing harbours, as well as to make harbour property marketable for divestiture.

Employee's statement:

I have been given the opportunity to comment on this work description.

Employee's signature

Date

Supervisor's statement:

This work description accurately describes the activities and demands of the position.

Supervisor's signature

Date

Authorization:

Manager's signature

Date

Work Characteristics

Responsibility

(1) Information for the Use of Others

Provides information and advice to various fishing industry stakeholders, the general public and harbour

Provides information and advice to various fishing industry stakeholders, the general public and harbour managers with respect to the Small Craft Harbours' program and policies to assess the impact and to develop options for future harbour management. This often involves explaining complicated policies, procedures, and standards which involves transforming information into alternate forms in order that it can be fully understood by a varying audience.

Researches and analyses present harbour information and provides advice to the Area Chief to assess the impact and feasibility of various harbour management options. Makes specific recommendations that can affect the livelihood of individual users and coastal communities.

Provides specialist advice and disseminates information to incorporated Harbour Authorities, and assists harbour authorities and federally appointed harbour managers in developing methodologies and standards in such matters as preparation of project proposals, business planning, revenue generation, financial and resource planning and management, tax provisions and reporting requirements, property management, legal and enforcement issues, environmental practices and compliance, liability insurance, legislative obligations, technical matters such as construction standards, specifications and methodologies, and administrative matters such as tendering, procurement, contracting for services, inventory control, computer operations and human resource practices to ensure successful operation and economic sustainability.

Gathers, synthesizes, and produces background and site specific information used by the Area Chief in preparing draft ministerial correspondence from a complex variety of information for the Ministerial Correspondence Unit in order to answer specific inquiries directed to the Minister's office. Elaborates on particular issues and conflicts that are politically sensitive and transforms information into concise terms, and in the appropriate tone sought by the Minister, to explain and defend government programs and policies to the Canadian public.

Researches socio-economic and environmental background information and produces environmental assessment reports for projects in accordance with the Canadian Environmental Assessment Act. The reports are made available for general public perusal and critique through the national habitat tracking referral system. Has delegated authority to make decisions to sign-off and approve environmental ratings for minor works projects and property leases and is accountable to the Minister and the general public for such decisions.

Provides general technical advice and assistance to individuals, appointed harbour managers and groups on minor construction and repair projects being considered for structures leased by the Department to incorporated harbour operators, but still under federal ownership. This can involve breaking down complicated construction and permitting processes into simpler step by step operations, as is necessary to ensure individuals and operating groups, have the knowledge and skills they require to successfully complete projects to established regulations, codes, and standards. Provides leadership to HA groups in preparing detailed project submissions which conform to established format and provides the HA with the best chance for funding approval.

(2) Well-Being of Individuals

There is no specific requirement for this.

(3) Leadership of Human Resources

Leads and coordinates branch participation in multi-disciplinary groups involving federal and provincial government agencies, working groups, project teams and various client groups to provide information on harbour authority programs and policies, and to develop overall management and business plans for harbour authorities.

Leads incorporated Harbour Authorities in human resource planning including the recruitment of volunteers, students and employees, and consultants required to support the Harbour Authority program. This includes developing work plans and priorities, proposing terms of reference, evaluating performance and creating alternate plans to accomplish objectives.

Leads Harbour Authorities in business planning, environmental management planning, project proposal formulation, financial management, harbour operations and other management practices to ensure their long-term viability and success.

Provides initial and ongoing training of harbour authority directors and members on such matters as corporate structure and bylaws, business, legal, real property and administrative matters associated with the operation of a Harbour Authority.

Assists the Area Chief and participates in multi-disciplinary project teams consisting of intergovernmental personnel, private consultants and client groups for environmental assessment, design, implementation and management services for a variety of major construction projects, includes proposing and developing terms of reference, negotiating consultant fees, approving contracts, providing ongoing monitoring, and reviewing standards.

Leads and co-ordinates Harbour Authorities in the development of their Environmental Management Plans, approves plan and provides ongoing monitoring to ensure compliance with federal regulations and policies.

Leads, assigns and directs the work of Public Works and Government Services staff, private consultants, client groups and other contractors involved in construction and maintenance projects. This involves leading and providing direction on project deliverables, direction on timing and alternatives for project implementation, direction on acceptance of work, direction on changes to the scope of work to be undertaken and organization and chairing of discussions to resolve project issues. This activity is not shared for projects up to \$15K and is shared with the Area Chief for projects in excess of \$15K.

Assists regional staff and the Area Chief in the initial training of new persons in the organization on such matters as corporate structure, administrative practices, business, operational and legal issues associated with the Small Craft Harbours program. This is a shared responsibility.

Provides management and operational guidance to incorporated recipient groups that propose to assume responsibility and eventual ownership of Federal harbours formerly under government jurisdiction. Plans and establishes self directed work teams consisting of interdepartmental representatives to assign divestiture projects. This is a shared responsibility.

(4) Money

BUDGETING:

As a responsibility centre manager, manages, plans and budgets for a construction program as well as an operations and maintenance budget. Provides financial advice and makes recommendations for prioritization of projects, including cost benefit and risk analyses. The incumbent has considerable latitude and flexibility to arrange and manage financial resources to most successfully impact on program deliverables within the area of responsibility.

Participates in area budget preparation and management including providing recommendations for the area Small Craft Harbours' budget, providing financial advice and making recommendations for prioritization of projects, including cost benefit and risk analyses. Plans and budgets for the allocated harbour operation and maintenance budget of the Small Craft Harbours' program. On an ongoing basis monitors status, reallocates funds within budget to compensate for changes, and conducts financial planning, forecasting and reporting. Has considerable latitude to allocate and reallocate funds from one project to another or between harbours.

Provides specialist advice and recommendations to private incorporated harbour authorities, federally appointed harbour managers and recipient groups on preparing and managing operational budgets to ensure their successful operation long term sustainability.

MANAGING MONEY FLOW:

Determines and negotiates commercial lease and licence annual rents with private commercial operators based on Treasury rd guidelines and market value appraisals. Monitors and tracks commercial leases and licences issued and payments received, advises the responsibility centre on outstanding accounts and recommends the appropriate action including enforcement and writing off debts. Assists harbour authorities in soliciting financial contributions from other Federal, Provincial, Municipal and private sources for cost-shared projects with private incorporated harbour authorities and recipient groups. Provides specialist advice recommendations to private incorporated harbour authorities and recipient groups on devising a service fee schedule, determining commercial sub-lease and licence annual rents, and collection of accounts based on specific site and local market conditions and knowledge of other harbour operations, and to reduce the demand on the Small Craft Harbours program budget.

SPENDING:

Is a responsibility centre manager with full signing authority to allocate funds among line objects and manages construction and an operations and maintenance budget. Identifies, tenders, awards and administers all maintenance and service contracts within allocated budget. Is accountable for expenditures associated with a broad range of activities relevant to harbour management and the operating and administrative resources required to manage the Harbour Authority Program including sole source authority in dealing with harbour authorities. Has freedom to reallocate funds within financial authority and in compliance with Treasury Board guidelines. Identifies, tenders, awards and administers contracts within allocated budget., verifies goods and or services are received and processes progress claims and final invoices. Coordinates and recommends on the real property acquisition budget

progress claims and final invoices. Coordinates and recommends on the real property acquisition budget for the portfolio of harbours. Commits funds and recommends paying funds in the form of grants and contributions and joint project agreements. Purchases goods and services using government credit cards and accounts for all expenditures. Provides specialist advice and recommendations to private incorporated harbour authorities and recipient groups on tendering and contracting for goods and services, as well as processing claims and invoices and auditing requirements.

(5) Physical Assets and Products

Operates and maintains real property, harbour infrastructure and related equipment used by the commercial fishing stakeholders and the public in harbours that are still managed directly by Small Craft Harbours. These assets are extremely valuable and very difficult to replace due to budget limitations and program inflexibility due to commitments to other projects. Safety of harbour users and clients using harbour facilities is of utmost concern to the branch.

Takes temporary custody of, and protects seized equipment, vehicles and vessels, gathered by branch during enforcement actions and investigations, to be used by the Crown during prosecution. This property becomes the responsibility of the branch, cannot be replaced, and is used in court as evidence.

Operates, maintains and cares for assets included in own work such as a personal computer, cellular telephone, office furniture, cameras, files, supplies, and software. These assets are not used by other staff and can be replaced, but at a considerable cost to Small Craft Harbours.

(6) Ensuring Compliance

As an enforcement officer pursuant to the Fishing and Recreational Harbours Act and Regulations, conducts routine inspections of harbour usage including that of fishers, commercial operators, lessors, and the general public to ensure compliance with regulations related to real property and environment issues, in order to ensure the safety of the harbour users general public and to protect the environment. Compliance and enforcement activities are performed by examining a wide range of various options and statutes available to determine the most appropriate course of action. Duties require examining complaints, taking evidence, issuing warnings and recommending whether to pursue prosecution, and providing sworn testimony. Responsibility is shared, conducts on-site audits and evaluations of Harbour Authorities' business and real property management practices to ensure compliance with the Canada Business Corporations Act and the Small Craft Harbours' lease in order to protect the interests of general public and fishing industry stakeholders in terms of safety and providing nondiscriminatory public access. negotiates compliance schedules and implementation, among a wide number of options available, for violators using own government, precedents and established practices. Consults with supervisor regarding difficult situations.

Conducts on-site audits and response to public complaints pertaining to recipient groups to ensure compliance with the covenants associated with the transfer of real property under the devolution program in order to ensure nondiscriminatory access and that the transferred assets continue to be operated in accordance with the conditions of the transfer agreement. Negotiates compliance schedules and implementation among a wide number of options available for violators using judgment, precedents

and implementation among a wide number of options available for violators using judgment, precedents and established practices. Responsibility is shared.

Skills

(7) Job Content Knowledge

Knowledge of inter-personal communication and negotiation principles, accompanied with problem solving techniques and an ability to analyze complex issues and develop innovative and viable solutions, is required when investigating problems and advising privately incorporated harbour authorities on organizational alternatives, property management and facility development options, business, legal, financial and construction issues

Knowledge of principles, practices, and techniques of leadership to effectively provide and coordinate the efforts of diverse ups towards common goals.

Knowledge of enforcement including investigative techniques and legal processes associated with the application of the Fishing and Recreational Harbours Act and Regulations, maritime, contract, tort and common law is required to carry out enforcement duties, investigate claims against the Crown and to provide specific advice to Harbour Authorities, the general public and management on land control and enforcement issues.

Knowledge of the principles and practices associated with real property management as it relates to custodial Federal property, including legal, administrative, and management techniques, procedures, and responsibilities is required to effectively operate harbours and to provide specific advice to Harbour Authorities.

Knowledge of all real property acquisition and disposal methods including legal and property terminology; methods and procedures and the ability to read and interpret survey plans, deeds and descriptions in order to address client and legal requirements for management of harbours and implementation of construction projects.

Knowledge of environmental assessment responsibilities and techniques, development and use of safety plans and environmental management plans, harbour standards, regulatory requirements, facility inspection techniques and construction methodologies, including the ability to read and interpret construction drawings and specifications in order to analyze complex situations and vide specific advice to Harbour Authorities, management, contractors, consultants and regulatory agencies. Knowledge of project management, planning, implementation, critical time line analysis, negotiation approaches, and report writing to manage a construction program is also essential to the successful operation of a system of harbour authorities.

Knowledge of principles, practices, authorities, and accountabilities of financial management including processes for budgeting, forecasting, cost benefit analyses, business planning, cost recovery, managing money flow, and conducting expenditures to provide advice to Harbour Authorities and to exercise

money flow, and conducting expenditures to provide advice to Harbour Authorities and to exercise financial control over allocated budget.

Knowledge of financial audit procedures, standards and reports to provide input into and assist in reviewing audit activities.

Requires knowledge of computer software, the internet and data entry programs, including Microsoft Word, Powerpoint, Excel, Explorer electronic mail, National Oracle databases including ABACUS, FRMS, HRTS and SIP in order to gather information, prepare correspondence, produce reports and input data.

(8) Contextual Knowledge

WORK UNIT

Extensive Knowledge of the mandate and priorities of Small Craft Harbours' related to the reduction of operating expenditures through partnerships or devolution exercises and new business arrangements with clients through the Harbour Authority initiative. Knowledge of respective roles of national and regional staff on all management and operational issues is important in developing effective working relationships, selecting the best course of action, and providing a unified approach to issues. Knowledge of investigative techniques to ensure enforcement and evidence gathering procedures are conducted correctly and legally. Knowledge of the media, their interests and unit protocols to ensure accurate information on the activities of the unit are presented accurately and professionally. Knowledge of collective agreements, travel directives, standards, procedures, guidelines and unit culture to provide leadership to staff. Knowledge of inventory control and accountability standards to ensure asset utilization is managed and used for its intended purpose.

DEPARTMENT

Knowledge of the culture, values, organization, mandate, policies, programs and objectives of the department, in support of the departmental vision and oceans strategy initiative in order to provide informed advice and recommendations to Harbour Authorities. Knowledge of departmental policies and contacts and points of reference is required in order to understand a best course of action and how it will impact on the Small Craft Harbours' mandate and program initiatives. Knowledge of the interaction between branches such as finance, communications, personnel, informatics, contracting, habitat management, and their advisors and directors to ensure contact is made with the person(s) responsible for any particular component of an initiative to ensure information is received in a timely manner.

OTHER DEPARTMENTS

Department of Public Works and Government Services Canada (PWGSC) to understand their role in the disposal of federal government real property to ensure compliance with Treasury Board guidelines; Department of Environment (DOE) to understand the various environmental acts and regulations and to understand and support the role and responsibility of SCH in adhering to environmental legislation, particularly related to land management; Transport Canada, Harbours and Ports directorate, to understand the linkages between its mandate to manage and operate federal commercial ports and the SCH mandate to establish a cooperative working relationship particularly as relates to the operations of

SCH mandate to establish a cooperative working relationship particularly as relates to the operations of harbours with shared jurisdiction. Indian and Northern Affairs Canada (INAC) to understand its mandate and role relevant to associated land claims and real property issues in respect to aboriginal communities. This knowledge is particularly significant to the SCH program in respect to the management and disposal of federal real property at harbours that may be the subject of land claims or related treaties with aboriginal groups; Human Resources Development Canada programs to access financial and human resources to assist in furthering the aims of Harbour Authorities through the development of partnership arrangements. This knowledge is essential in providing the best advice, recommendations and direction to all harbour users in areas where each of these agencies are involved and decisions have to be made on a best course of action on many management issues.

CANADIAN PRIVATE AND OTHER PUBLIC SECTORS

Knowledge of the roles, responsibilities, and programs of Provincial Departments and Municipal units and officials to provide assistance and consultation on the Harbour Authority and divestiture initiatives. Knowledge of the political, cultural, and socio-economic status of the communities in the assigned portfolio to facilitate in the planning for the implementation of the Harbour Authority or divestiture initiatives, and for ongoing service delivery. Knowledge of local politicians, special interest groups and the identity of community leaders to seek and provide consultation on policy issues. Knowledge of the trends and developments in the fishing industry that will impact of the Small Craft Harbours' initiatives, and in order to forecast changes in the management options and levels of service required for commercial fishing harbours.

LEGISLATION / REGULATIONS

Knowledge of the content and underlying principles and intent of the following Acts and Regulations, as they apply to management and operation of real property and facilities, and to be able to minimize risks and to formulate a due diligence legal defense in the event of prosecution for violations of specific statutes and against civil suits:

Fishing & Recreational Harbours Act And Regulations and the Federal Property Traffic Act to manage, to ensure health and safety of harbour users, provide advice to lessees and Harbour managers and users, to implement construction and repair projects, and to acquire and divest property.

Canada Business Corporations Act (Part 2) to ensure compliance under the Act by the Harbour Authorities to maintain their legal incorporation entity and ensure that the necessary reports and documentation is received from the Harbour Authorities.

Provincial and territorial acts, regulations, policies and procedures governing environmental protection and habitat management to ensure compliance of harbour transfer and management activities.

Financial Administration Act to ensure compliance of lease agreements, real estate transactions, construction and surveying projects, procurement, invoicing and expenditure procedures.

Federal Real Property Act and Regulations to conduct, monitor and evaluate land acquisition, leasing and disposal.

Federal and provincial legislation, property law, contract law and leasing procedures to ensure that

Federal and provincial legislation, property law, contract law and leasing procedures to ensure that transactions are appropriately managed in their respective jurisdictions.

Federal and provincial legislation and agreements governing transfer of lands, resources and programs to First Nations to ensure that SCH agreements are in compliance.

Federal laws governing environmental protection, enforcement and the safe and responsible operation of harbours (e.g., Navigable Waters Protection Act, Canada Shipping Act, Canadian Environmental Assessment Act, Environmental Protection Act, Harbours and Ports Act, Public Works Act) to manage operations, and to ensure that the Crown's interests are defended in construction and real estate transactions.

(9) Communication

COMMUNICATION OUT:

Presentation and public speaking skills are required when articulating policy information, reports, and recommendations to fishing industry stakeholders and public clients. This often requires interpreting policy in order to present arguments and dissuade individual biases as well as explaining and altering specialized legal and technical terminology so that it can be fully comprehended by various audiences.

Verbal and presentation skills are required to negotiate leasehold interests with incorporated groups and commercial operators. This requires skill in interpreting Treasury Board guidelines and explaining specialized legal terminology in order that information can be fully comprehended by the lessee. This requires skill to negotiate and persuade the lessee with respect to specific clauses in the lease, lease boundaries, and lease rates.

Writing skills are required to prepare correspondence to clients and to prepare various reports, draft background and site specific information necessary for ministerial correspondence and fact sheets. This requires skill in interpreting information and explaining complicated and sensitive issues.

Verbal skills are required to present the assigned functions in wide ranging consultations with client groups, regional officials, and other government departments to explain policies, priorities and activities, negotiate issues, obtain input and gain agreement and cooperation to handle sensitive situations. Depending on the client groups, the message must be altered and simplified in order to be understood and effective.

COMMUNICATION IN:

Active Listening skills to interpret body language, tone of language and other non-verbal communications, recognizing the different meanings these have for persons of different cultural origins and on the basis of the circumstances in which the information was provided, to understand the intent and the complexities of the message being transmitted by people with whom the individual must interact within the Department., clients, fishing industry representatives, service providers, other governmental organizations, and non-governmental organizations in developing networks and partnerships to provide quality client services. Due to the complexity of the message and terminology, the emotional and confrontational circumstances and environment in which interactions evolve and the variety of

confrontational circumstances and environment in which interactions evolve and the variety of audiences, an understanding of the implicit component of the message is as important to the meaning of the message as the explicit component. Observation skills to read between the lines when conducting public information sessions and to adjust delivery to the respective mood of the audience.

Reading and interpretive skills to gather and synthesize key information from legislation, departmental policies and directives, contracts, surveys, leases, complex and ambiguous common law, legal documentation and then presenting information in a format and terminology that can be easily understood and utilized by the staff, general public, Harbour Authorities, organizations, clients, and community representatives, to promote comprehension and awareness and to ensure that the requirements for the development, management and enforcement of the SCH program is understood. Reading skills to digest information and demands from groups or individuals and review proposed responses to ensure that they contain accurate information.

Listening and interpretation skills are required when receiving information and feedback from industry representatives, the Area Chief, colleagues and contractors in order to retain salient points, synthesize information on complex issues, and gauge underlying intentions.

(10) Motor and Sensory Skills

In the course of travel and enforcement duties, there is a requirement for dexterity and coordination to embark and disembark vessels, and land vehicles while carrying equipment, and to inspect harbour infrastructure.

Manual dexterity and coordination skills are required for the daily operation of a computer keyboard in the preparation of correspondence, reports and inputting data. Dexterity is required to operate other office equipment such as photo copiers, fax machines and cellular telephones.

Effort

(11) Intellectual Effort

Developing strategies, practices and approaches to govern the negotiation and consultative processes with fishing industry stakeholders and the public involved in the implementation of the Harbour Authority policy. The work is performed under departmental time line pressures to achieve imposed goals, involves dependence on other government departments and agencies, client pressures for information, conflicting stakeholders interests and changing policy interpretations.

Analyzing the associated business and operational plans of the established Harbour Authorities to evaluate their effectiveness from a management, operational, business, and legal perspective and directing corrective measures through consultation or direct intervention. This work is performed under time line pressures imposed by the department, individual biases against the department, and client

time line pressures imposed by the department, individual biases against the department, and client reluctance to change to comply with directives.

negotiating the resolution of differing interpretations as they arise in the administration of harbour authorities, including enforcement procedures, data collection, and collection of revenues from fees and services. The work is performed without the benefit of established practices and precedents and without the availability of human resources required to meet imposed goals and deadlines.

Intellectual effort must be applied in the management of a construction program to analyze requirements for program expenditures, prioritize project requests for funding, and for the preparation of project proposals. The work is performed under time line pressures imposed by the department and clients, weather and climatic conditions, and the dependence on other government departments and agencies. There is a constant requirement to analyze an on-going number of project requests, seek or create solutions from a large number of options, and to make unbiased funding decisions with limited program funding.

Managing a minor construction program under tight work schedules, funding pressures and ever increasing service demands can be quite complicated when consideration must be given to construction standards, available working season for marine projects, developing environmental requirements, as well as concerns and priorities of other federal and provincial regulatory agencies. In addition, fishing seasons, quotas, vessel and gear types must be fully understood to meet client needs. The analysis of this information is complex and time consuming and the incumbent is required to develop construction options taking all these concerns into account. This is further complicated by a natural resistance to accept anything new or of a different standard than clients have been used to in the past.

Developing strategies and options unique to each situation in order to conduct sensitive negotiations with client groups regarding the short and long term development, management and divestiture of real property. The work is performed under departmental time line pressures to achieve imposed goals, dependence on other government departments and agencies, client pressures for information and legal interpretations, conflicting stakeholders interests, and negative public opinion against overall government fiscal restraint and downloading policies.

(12) Sustained Attention

The work requires long periods of sustained attention when operating a motor vehicle in order to concentrate on the road while driving. There are frequent interruptions with calls from cellular telephones which increase the risk of accidents. This work takes up to twenty percent of the incumbent's time on an ongoing basis, due to the geographic size of the area of responsibility.

The requirement to maintain attention while attending public and internal business meetings as a leader and participant requires sustained attention to comprehend and interpret information and to contribute effectively to a variety of complex initiatives and concerns. These activities consume twenty five percent of the available time.

The requirement to read, comprehend and respond to a variety of correspondence demanding different levels of interpretation and levels of response, consume twenty five percent of the available time.

(13) Psychological/Emotional Effort

Psychological/emotional effort is needed to remain impartial and composed when dealing with conflicts and disagreements in discussions with Harbour Authorities, community representatives, user groups and contractors to obtain and exchange information regarding operational issues or enforcement and safety incidents. Due to the sensitivity of the commercial fishing industry, sometimes emotions can run high and there is little or no control over the number of clients, duration and frequency of incidents or how individuals choose to express their emotions. Enforcement activities can be very sensitive and may result in a very emotional or hostile reaction and interaction from those involved. Where clients believe that their livelihood is being threatened, there are strong emotional reactions and persons tend to act first and think of the consequences later. Every incident must be assessed independently and the incumbent has no way of predetermining public or individual reaction to enforcement interventions. Diplomacy is required often to deflect criticism directed at other programs and to avoid disclosing confidential information.

Psychological/emotional effort is required to deal factually and promptly with sensitive, highly political and controversial issues relating to the development, management and enforcement of the Small Craft Harbours program and to respond to questions presented by representatives of industry related organizations or their legal representatives who have concerns with decisions rendered and other issues, and to explain and defend political and departmental direction, policies and regulations. In many instances, the information that the incumbent is dealing with is very politically sensitive. The interaction with Harbour Authorities, fishing industry representatives, project committees, partners and stakeholders, task groups or individuals creates considerable psychological and emotional pressure due to strong and varied points of view and opposing positions. Individuals making requests in person or by telephone, or in reaction to information provided that is in opposition to their position, can become hostile, abusive, threatening, or very emotional; under these circumstances, it is necessary to keep a professional composure, be empathetic but not become emotional, and bring the issue and conversation to a fruitful resolution. Considerable judgement is required to assess and analyze situations and quickly respond with appropriate solutions to address issues, which causes psychological pressure.

(14) Physical Effort

On a daily basis, the work involves long periods of sitting to read a variety of hard copy and electronic information, to operate a personal computer and to analyze problems and offer suggested solutions.

On a frequent basis, the work involves visiting harbour locations where construction activity is occurring, climbing on and off vessels, wharves and harbour facilities to carry out facility inspections. This requires the provision of protective and safety equipment including safety boots, life jackets, gloves and hard hats.

There is a weekly requirement to attend meetings and stand for long periods of time in directing discussions or to sit for extended periods recording information.

There is a frequent requirement to visit remote harbour locations and communities to attend meetings. This involves prolonged periods of driving alone and sitting in one position, as well as a requirement to

This involves prolonged periods of driving alone and sitting in one position, as well as a requirement to travel on helicopters, small planes and vessels.

The work requires stamina and concentration to work extended and irregular hours to meet operational demands and accommodate client needs.

Working Conditions

(15) Work Environment

Psychological Work Environment:

The work is performed in both an office and external environment. There is a continuous requirement to deal with imposed deadlines from the completion of reviews, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, and politically sensitive issues associated with programs and policies.

The work involves attending on site meetings at many varied locations with community groups, Harbour Authorities, and the general public several times a week, many of which are of a sensitive nature and pose a requirement to deal with angry, distressed, and confrontational people in enforcement situations.

Physical Work Environment:

The work involves continuous exposure to noise and frequent interruptions from staff, callers, and visitors, as well as exposure to glare from computer monitors during long periods of keyboarding. The work also involves continuous exposure to harbour and construction sites. The on site work involves continuous exposure to inclement weather, extremes of heat and cold, dust, fumes and noise. Occasionally there is a requirement to climb ladders, board vessels and walk over rough terrain in all weather conditions. There is a requirement to wear safety and protective clothing when visiting construction sites and inspecting harbour facilities.

There is a frequent requirement to work unpredictable and uncontrollable hours to deal with time lines imposed by third party meetings and/or locations. The work involves attending occasional meetings in sometimes remote harbour locations. Many incidents result from extreme weather conditions and must be inspected and resolved during the event.

The work requires extended periods of driving alone, and in all weather conditions, both day and night.

(16) Risk to Health

Repeated travel on a weekly basis involves driving a vehicle for extended periods of time, often to remote locations during inclement weather and on sub-standard road conditions, causes muscular pain

remote locations during inclement weather and on sub-standard road conditions, causes muscular pain in the back and shoulders, eye strain and fatigue and increases the risk of highway accidents.

Long exposure to continuous meetings and phone calls, imposed deadlines, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, politically sensitive issues, and uncontrollable hours cause high stress levels that can lead to severe psychological and physical problems.

Visiting remote harbour locations alone and carrying out inspections of unsafe and derelict harbour infrastructure poses a risk to personal safety.

The office work environment is characterized by occasional visits from angry, distressed and confrontational individuals or groups of people that sometimes take over the office for extended periods of time. The unpredictability of this type of working environment leads to stress and anxiety, as such disruptions affect imposed deadlines and client service and increases the possibility of physical confrontations.

There is occasional exposure when confronting individuals or groups of people to carry out enforcement roles. This type of work leads to stress and anxiety, as often such individuals are agitated, threatening and confrontational, and poses the risk of physical harm.

The frequent use of finger and wrist muscles to enter data on a computer keyboard and produce correspondence, reports, environmental screening, contribution documents, can cause muscular pain.

The following positions are linked to a regional model, Business Manager, Small Craft Harbours

1. 07395
2. 13665
3. 13666
4. 13668
5. 13669
6. 13670
7. 13671
8. 13672
9. 13673
10. 13674
11. 20612

The UCS Work Description and applicable ratings can be located on the file for : **Position 13671.**

Feb '99

WORK DESCRIPTION

Business Manager

Department/Agency:	Department of Fisheries and Oceans
Section:	
Division:	
Branch:	Small Craft Harbours
Geographic location:	
Security clearance	Basic reliability
Language requirements:	English Essential
Departmental use:	sample 145

Immediate supervisor:	Area Chief (07389)
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Version: Final	Date last updated: 1999-2-25
Classification:	
Effective Date of Decision:	
Model identifier:	

Client-Service Results

Implementing program and policy initiatives to various fishing industry stakeholders and the general public with respect to the management of harbours.

Key Activities

- Implements national and regional policy, procedures, management and budgetary control for a system of commercial fishing and recreational harbours.
- Provides extensive training and business advice to incorporated harbour authorities.
- Negotiates, drafts and recommends for approval commercial and harbour authority leases, subleases and lease amendments.
- Negotiates and approves individual harbour authority business plans, budgets and financial

Negotiates and approves individual harbour authority business plans, budgets and financial statements and provides specific advice regarding business proposals for projects.

- UNDERTAKES SITE INSPECTIONS, ASSESSES REQUIREMENTS AND REQUESTS FOR MINOR CONSTRUCTION AND REPAIR PROJECTS, NEGOTIATES, MANAGES AND CONTROLS a construction program.
- Conducts, initiates and assists in the coordination of the divestiture and privatization of recreational and commercial fishing harbours not intended for harbour authority management.
- Controls management and enforcement activities associated with the operation of real property and facilities.
- Identifies, coordinates and recommends the acquisition of real property that is required for management and operation of commercial fishing harbours, as well as to make harbour property marketable for divestiture.

Employee's statement:

I have been given the opportunity to comment on this work description.

Employee's signature

Date

Supervisor's statement:

This work description accurately describes the activities and demands of the position.

Supervisor's signature

Date

Authorization:

Manager's signature

Date

Work Characteristics

Responsibility

(1) Information for the Use of Others

Provides information and advice to various fishing industry stakeholders, the general public and the

Provides information and advice to various fishing industry stakeholders, the general public and the media with respect to the Small Craft Harbours' program and policies to assess the impact and to develop options for future harbour management. RESPONDS TO INQUIRIES ON MATTERS RELATED TO THE MANAGEMENT, OPERATIONS AND USE OF FEDERAL PROPERTIES IN ORDER TO EXPLAIN ENTITLEMENTS, ROLES AND RESPONSIBILITIES OF CONCERNED CLIENTS, INDUSTRY GROUPS AND STAKEHOLDERS TO PROVIDE RESOLUTION TO SOMETIMES COMPLEX PROBLEMS. This often involves explaining complicated policies, procedures, and standards which involves transforming information into alternate terms in order that it can be fully understood by a varying audience.

Researches and analyses present harbour information and provides advice to the Area Chief to assess the impact and feasibility of various harbour management options. Makes specific recommendations that can affect the livelihood of individual fishers and coastal communities.

CONSULTS WITH THE PUBLIC AND PRIVATE SECTORS TO PROMOTE AND EXPAND WORKING PARTNERSHIPS AND TO DELIVER COMMUNITY AWARENESS INITIATIVES REQUIRED TO STRENGTHEN HARBOUR AUTHORITIES ACCESS TO MANAGEMENT DEVELOPMENT AND SUPPORT NETWORKS WHICH BENEFIT HARBOUR AUTHORITY CORPORATE START-UP, SELF-SUFFICIENCY AND SUSTAINABILITY.

PARTICIPATES IN MEETINGS AND INFORMATION SEMINARS WITH GOVERNMENTAL DEPARTMENTS, HARBOUR USER GROUPS AND INDUSTRY ORGANIZATIONS INVOLVED IN SMALL CRAFT HARBOURS BUSINESS AND OPERATIONS, IN AN EFFORT TO PROVIDE GREATER UNDERSTANDING OF FISHERIES AND OCEANS HARBOUR MANAGEMENT AND AUTHORITY OBJECTIVES / EXPECTATIONS / PRACTICES. THIS IS BENEFICIAL AND CONDUCIVE TO THE FORMATION, IMPLEMENTATION AND SUCCESSFUL OPERATIONS OF HARBOUR AUTHORITIES.

Provides specialist advice and disseminates information to incorporated Harbour Authorities, and develops methodologies and standards in such matters as business planning, revenue generation, financial and resource planning and management, tax provisions and reporting requirements, property management, legal and enforcement issues, environmental practices and compliance, liability insurance, legislative obligations, technical matters such as construction standards, specifications and methodologies, and administrative matters such as tendering, procurement, contracting for services, inventory control, computer operations and human resource practices to ensure successful operation and economic sustainability.

Gathers, synthesizes, and produces draft ministerial correspondence from a complex variety of information for the Ministerial Correspondence Unit in order to answer specific inquiries directed to the Minister's office. Elaborates on particular issues and conflicts that are politically sensitive and transforms information into concise terms, and in the appropriate tone sought by the Minister, to explain and defend government programs and policies to the Canadian public.

Researches socio-economic and environmental background information and produces environmental assessment reports for projects in accordance with the Canadian Environmental Assessment Act. The reports are made available for general public perusal and critique through the national habitat tracking referral system. Has delegated authority to make decisions to sign-off and approve environmental

referral system. Has delegated authority to make decisions to sign-off and approve environmental projects and is accountable to the Minister and the general public for such decisions.

Provides technical advice and assistance to individuals and groups on construction and repair projects being considered for structures leased by the Department to incorporated harbour operators, but still under federal ownership. This can involve breaking down complicated construction and permitting processes into simpler step by step operations, and is necessary to give individuals and operating groups, the knowledge and skills they require to successfully complete projects to established regulations, codes, and standards.

(2) Well-Being of Individuals

There is no specific requirement for this.

(3) Leadership of Human Resources

Leads and coordinates multi-disciplinary FEDERAL/PROVINCIAL/MUNICIPAL groups and agencies in meetings, working groups and project TEAMS to provide information on FEDERAL AND PROVINCIAL programs and policies, and to develop overall management and business plans FOR INDIVIDUAL HARBOUR LOCATIONS. Leads incorporated Harbour Authorities in human resource planning including the recruitment of volunteers, students and employees, and consultants required to support the Harbour Authority program. This includes developing work plans and priorities, proposing terms of reference, evaluating performance and creating alternate plans to accomplish OPERATIONAL AND MANAGEMENT objectives.

Provides initial training of new directors and members OF INCORPORATED HARBOUR AUTHORITIES on such matters as corporate structure and bylaws; business, legal, and administrative matters; CONSTRUCTION CONTRACTING AND ENVIRONMENTAL AWARENESS RESPONSIBILITIES, associated with the operation of a Harbour Authority.

PROVIDES GUIDANCE, LEADERSHIP AND EXPERTISE TO HARBOUR AUTHORITIES IN PREPARING, ACCEPTING AND ENDORSING AN ENVIRONMENTAL MANAGEMENT PLAN, INCLUDING BEST MANAGEMENT PRACTICES AND EMERGENCY RESPONSE PLANS, FOR EACH HARBOUR LOCATION.

Leads and directs multi-disciplinary project teams consisting of intergovernmental personnel, private consultants and client groups for environmental assessment, design, implementation and management services for a variety of construction projects. This includes proposing and developing terms of reference, negotiating consultant fees and contracts and reviewing standards.

Provides initial training of CASUAL HELP, TERM EMPLOYEES, CO-OP AND SUMMER STUDENTS HIRED BY the organization on such matters as corporate structure, administrative practices, business, operational and legal issues associated with the Small Craft Harbours program. This is a shared responsibility.

Provides management and operational guidance to incorporated recipient groups that propose to

Provides management and operational guidance to incorporated recipient groups that propose to assume responsibility and eventual ownership of Federal harbours formerly under government jurisdiction. Plans and establishes self directed work teams consisting of interdepartmental representatives to assign divestiture projects. This is a shared responsibility.

Assigns and monitors the work of MINISTERIAL appointed Harbour Managers and Enforcement Officers, as well as private contractors, in harbours that remain under Small Craft Harbours program jurisdiction (harbours not divested or managed by Harbour Authorities) to develop work plans, reviews performance evaluations, and decides and prepares work schedules, completes performance evaluations, and decides on remuneration for services rendered at each location..

(4) Money

BUDGETING:

Participates in aspects of budget preparation and management including providing recommendations for the Regional Small Craft Harbours' budget, providing financial advice and making recommendations for prioritization of projects, including cost benefit and risk analyses. Plans and budgets for the allocated harbour operation and maintenance budget of the Small Craft Harbours' program. On an ongoing basis monitors status, reallocates funds within budget to compensate for changes, and conducts financial planning, forecasting and reporting. Provides specialist advice and recommendations to private incorporated harbour authorities and recipient groups on preparing and managing operational budgets to ensure their successful operation and long term sustainability.

MANAGING MONEY FLOW:

Determines and negotiates commercial lease and licence annual rents with private commercial operators based on Treasury Board guidelines and market value appraisals. Monitors and tracks commercial leases and licences issued and payments received, advises the responsibility centre on outstanding accounts and recommends the appropriate action including enforcement and writing off debts. Solicits financial contributions from other Federal, Provincial , Municipal and private sources for cost-shared projects with private incorporated harbour authorities and recipient groups. Provides specialist advice and recommendations to private incorporated harbour authorities and recipient groups on devising a service fee schedule, determining commercial sub-lease and licence annual rents, and collection of accounts based on specific site and local market conditions and knowledge of other harbour operations, and to reduce the demand on the Small Craft Harbours program budget.

SPENDING:

Is a responsibility centre manager with full signing authority to allocate funds among line objects and manages an operation and maintenance budget. Identifies, tenders, awards and administers all maintenance and service contracts within allocated budget. Awards contracts, verifies goods and or services are received and processes progress claims and final invoices. Coordinates and recommends on the real property acquisition budget for the portfolio of harbours. Commits funds and recommends paying out funds in the form of grants and contributions and joint project agreements. Purchases goods and services using government credit cards and accounts for all expenditures. Provides specialist advice and recommendations to private incorporated harbour authorities and recipient groups on tendering and

and recommendations to private incorporated harbour authorities and recipient groups on tendering and contracting for goods and services, as well as processing claims and invoices and auditing requirements.

(5) Physical Assets and Products

Operates and maintains real property, harbour infrastructure and related equipment used by the commercial fishing stakeholders and the public in harbours that are still managed directly by Small Craft Harbours. These assets are extremely valuable and very difficult to replace due to budget limitations and program inflexibility due to commitments to other projects.

Takes temporary custody of, and protects seized evidence gathered by Small Craft Harbours' during investigations, to be used by the Crown during prosecution. This time sensitive evidence cannot be replaced.

Operates and maintains office assets included in own work such as a personal computer, cellular telephone, office furniture, files, supplies, and software. These assets are not used by other staff and can be replaced, but at a considerable cost to Small Craft Harbours.

(6) Ensuring Compliance

As an enforcement officer pursuant to the Fishing and Recreational Harbours Act and Regulations, conducts routine inspections of harbour usage including that of fishers, commercial operators, lessors, and the general public to ensure compliance with regulations related to real property and environment issues, in order to ensure the safety of the harbour users and general public and to protect the environment. Compliance and enforcement activities are performed by examining a wide range of various options and statutes available to determine the most appropriate course of action. Duties require examining complaints, taking evidence, issuing warnings and recommending whether to pursue prosecution, and providing sworn testimony. Responsibility is shared.

Conducts on-site audits and evaluations of Harbour Authorities' business and real property management practices to ensure compliance with the Canada Business Corporations Act and the Small Craft Harbours' lease in order to protect the interests of the general public and fishing industry stakeholders in terms of safety and providing nondiscriminatory public access. Negotiates compliance schedules and implementation, among a wide number of options available, for violators using own judgment, precedents and established practices. Consults with supervisor regarding difficult situations.

Conducts on-site audits and response to public complaints pertaining to recipient groups to ensure compliance with the covenants associated with the transfer of real property under the devolution program in order to ensure nondiscriminatory public access and that the transferred assets continue to be operated in accordance with the conditions of the transfer agreement. Negotiates compliance schedules and implementation among a wide number of options available for violators using own judgment, precedents and established practices. Responsibility is shared.

kills

(7) Job Content Knowledge

Knowledge of negotiation principles and techniques and practices to effectively conclude initiatives and agreements with clients.

Knowledge of principles, practices, and techniques of leadership to effectively provide and coordinate the efforts of diverse groups towards common goals.

Knowledge of problem solving techniques with an ability to analyze complex issues and develop innovative and viable solutions is required when investigating problems and advising Harbour Authorities on property management, business and legal issues.

Knowledge of enforcement including investigative techniques and legal processes associated with the application of the Fishing and Recreational Harbours Act and Regulations, maritime, contract, tort and common law is required to carry out enforcement duties, investigate claims against the Crown and to provide specific advice to Harbour Authorities, the general public and management on land control and enforcement issues.

Knowledge of the principles and practices associated with real property management as it relates to custodial Federal property, including legal, administrative, and management techniques, procedures, and responsibilities is required to effectively operate harbours and to provide specific advice to Harbour Authorities.

Knowledge of all real property acquisition and disposal methods including legal and property terminology; methods and procedures and the ability to read and interpret survey plans, deeds and descriptions in order to address client and legal requirements for management of harbours and implementation of construction projects.

THOROUGH KNOWLEDGE OF EXISTING ENVIRONMENTAL LEGISLATION WHICH APPLIES TO ALL ASPECTS OF FACILITY OWNERSHIP, OPERATION, AND THE MANAGEMENT OF A CONSTRUCTION AND REPAIR PROGRAM. THE INCUMBENT IS RESPONSIBLE FOR IMPLEMENTING ENVIRONMENTAL MANAGEMENT PLANS AT ALL LOCATIONS WHICH INCLUDE TECHNICAL BEST MANAGEMENT PRACTICES COVERING A NUMBER OF ACTIVITIES WHICH OCCUR ON FEDERAL HARBOUR PROPERTIES.

Knowledge of harbour standards, regulatory requirements, facility inspection techniques and construction methodologies, including the ability to read and interpret construction drawings and specifications in order to analyze complex situations and provide specific advice to Harbour Authorities, management, contractors, consultants and regulatory agencies. Knowledge of project management, planning, implementation, critical time line analysis, negotiation approaches, and report writing to manage a construction program.

Knowledge of principles, practices, authorities, and accountabilities of the financial processes for

Knowledge of principles, practices, authorities, and accountabilities of the financial processes for budgeting, managing money flow, and conducting expenditures to provide advice and exercise financial control over allocated budget.

Knowledge of audit procedures and standards and reports to conduct audit activities.

Requires knowledge of computer software, the internet and data entry programs, including Microsoft Word, Powerpoint, Excel, Explorer electronic mail, National Oracle databases including ABACUS, FRMS, HRTS and SIP in order to gather information, prepare correspondence, produce reports and input data.

(8) Contextual Knowledge

WORK UNIT

Knowledge of the mandate and priorities of Small Craft Harbours' related to the reduction of operating expenditures through major devolution exercises and new business arrangements with clients through the Harbour Authority initiative. Knowledge of the respective roles of national and regional staff on all management and operational issues is important in developing effective working relationships and providing a unified approach to issues. Knowledge of collective agreements, travel directives, standards, procedures, guidelines and unit culture to provide leadership to staff. Knowledge of inventory control and accountability standards to ensure asset utilization is managed and used for its intended purpose. Knowledge of investigative techniques to ensure enforcement and evidence gathering procedures are conducted correctly and legally. Knowledge of the media, their interests and unit protocols to ensure accurate information on the activities of the unit are presented accurately and professionally.

DEPARTMENT

Knowledge of the structure, roles, functions and responsibilities of the department, its objectives and priorities in support of the departmental vision and oceans strategy initiative in order to provide informed advice and recommendations to Harbour Authorities. Knowledge of departmental policies and contacts and points of reference is required in order to understand changes within the fishing industry that will impact on the Small Craft Harbours' mandate and program initiatives. Knowledge of the interrelationship between branches such as finance, communications, personnel, informatics, contracting, habitat management, and their advisors and directors to ensure contact is made with the person(s) responsible for any particular component of an initiative to ensure information is received in a timely manner.

OTHER DEPARTMENTS

Knowledge is required of the roles and responsibilities of other Departments and their mandates, organizational structures, programs, culture, policies and regulations including Public Works and Government Services Canada and Treasury Board of Canada for administering construction projects, and in the acquisition and disposal of real property; Industry Canada in terms of the creation and incorporation of Harbour Authorities; and other Departments such as the RCMP, Environment Canada, Transport Canada and Human Resources Development Canada (Labor Department) in enforcement

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ies.

CANADIAN PRIVATE AND OTHER PUBLIC SECTORS

Knowledge of the roles, responsibilities, and programs of Provincial Departments and Municipal units and officials to provide assistance and consultation on the Harbour Authority and divestiture initiatives. Knowledge of the political, cultural, and socio-economic status of the communities in the assigned portfolio to facilitate in the planning for the implementation of the Harbour Authority or divestiture initiatives, and for ongoing service delivery. Knowledge of local politicians, special interest groups and the identity of community leaders to seek and provide consultation on policy issues. Knowledge of the trends and developments in the fishing industry that will impact of the Small Craft Harbours' initiatives, and in order to forecast changes in the management options and levels of service required for commercial fishing harbours.

LEGISLATION / REGULATIONS

Knowledge of the content and underlying principles and intent of the following Acts and Regulations, as they apply to management and operation of real property and facilities, and to be able to minimize risks and to formulate a due diligence legal defence in the event of personal prosecution for violations of specific statutes and against civil suits:

Fishing & Recreational Harbours Act And Regulations

Fisheries Act

Oceans Act

Financial Administration Act

Treasury Board Regulations

Canadian Environmental Protection Act

Canadian Environmental Assessment Act

Criminal Code of Canada

Navigable Waters Protection Act

Canada Business Corporations Act

Real Property Act and Regulations

Canada Labour Code

National Building Code of Canada

National Fire Code of Canada

Canada Shipping Act

all Fishing Vessel Regulations

Various provincial acts and regulations

(9) Communication

COMMUNICATION OUT:

Presentation and public speaking skills are required when articulating policy information, reports, and recommendations to fishing industry stakeholders and public clients. This often requires interpreting policy in order to present arguments and dissuade individual biases as well as explaining and altering specialized legal and technical terminology so that it can be fully comprehended by various audiences.

Verbal and presentation skills are required to negotiate leasehold interests with incorporated groups and commercial operators. This requires skill in interpreting Treasury Board guidelines and explaining specialized legal terminology in order that information can be fully comprehended by the leasee. This requires skill to negotiate and persuade the leasee with respect to specific clauses in the lease, lease boundaries, and lease rates.

Writing skills are required to prepare correspondence to clients and to prepare various reports, draft ministerial correspondence and fact sheets. This requires skill in interpreting information and explaining complicated and sensitive issues.

Verbal skills are required to present the assigned functions in wide ranging consultations with client groups, regional officials, and other government departments to explain policies, priorities and activities, negotiate issues, obtain input and gain agreement and cooperation to handle sensitive situations. Depending on the client groups, the message must be altered and simplified in order to be understood and effective.

COMMUNICATION IN:

Listening skills to interpret inquiries from clients who have difficulty understanding and disseminating program related issues to determine their exact requirements and providing them the correct information. Observation skills to read between the lines when conducting public information sessions and to adjust delivery to the respective mood of the audience. Reading skills to gather and synthesize information written in legislative and regulatory language to draft responses to people having different requirements and levels of interpretation. Reading skills to digest information and demands from groups or individuals and review proposed responses to ensure that they contain accurate information.

(10) Motor and Sensory Skills

In the course of travel and enforcement duties, there is a requirement for dexterity and coordination to embark and disembark vessels, and land vehicles while carrying equipment, and to inspect harbour infrastructure.

Manual dexterity and coordination skills are required for the daily operation of a computer keyboard in

Manual dexterity and coordination skills are required for the daily operation of a computer keyboard in preparation of correspondence, reports and inputting data. Dexterity is required to operate other office equipment such as photo copiers, fax machines and cellular telephones.

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Analyzing the associated business and operational plans of the established Harbour Authorities to evaluate their effectiveness from a management, operational, business, and legal perspective and directing corrective measures through consultation or direct intervention. This work is performed under time line pressures imposed by the department, individual biases against the department, and client reluctance to change to comply with directives.

Negotiating the resolution of differing interpretations as they arise in the administration of harbour authorities, including enforcement procedures, data collection, and collection of revenues from fees and services. The work is performed without the benefit of established practices and precedents and without the availability of human resources required to meet imposed goals and deadlines.

Intellectual effort must be applied in the management of a construction program to analyze requirements for program expenditures, prioritize project requests for funding, and for the preparation of project proposals. The work is performed under time line pressures imposed by the department and clients, weather and climatic conditions, and the dependence on other government departments and agencies. There is a constant requirement to analyze an on-going number of project requests, seek or create solutions from a large number of options, and to make unbiased funding decisions with limited program funding.

Developing strategies and options unique to each situation in order to conduct sensitive negotiations with client groups regarding the management and divestiture of real property. The work is performed under departmental time line pressures to achieve imposed goals, dependence on other government departments and agencies, client pressures for information and legal interpretations, conflicting stakeholders interests, and negative public opinion against overall government fiscal restraint and downloading policies.

(12) Sustained Attention

This work requires long periods of sustained attention when operating a motor vehicle in order to concentrate on the road while driving. There are frequent interruptions with calls from cellular telephones which increase the risk of accidents. This work takes up to twenty percent of the incumbent's time on an ongoing basis, due to the geographic size of the area of responsibility.

The requirement to maintain attention while attending public and internal business meetings as a leader and participant requires sustained attention to comprehend and interpret information and to contribute effectively to a variety of complex initiatives and concerns. These activities consume twenty five percent of the available time.

The requirement to read, comprehend and respond to a variety of correspondence demanding different levels of interpretation and levels of response, consume twenty five percent of the available time.

(13) Psychological/Emotional Effort

Psychological/emotional effort is needed to remain impartial and composed while providing information services to unhappy and upset clients who are appealing funding decisions OR ARE UNHAPPY WITH THE CONDITION OF FACILITIES AND THE INABILITY OF THE BRANCH TO RESPOND TO CLIENTS' NEEDS. THIS OFTEN RESULTS IN MINISTERIAL INQUIRIES AND STATUS REPORTS BEING PREPARED FOR BOTH REGIONAL AND NATIONAL HEADQUARTERS. There is no control over the number of clients or how they will choose to express their anger.

Psychological/emotional effort is needed to remain impartial and composed while carrying out enforcement duties on upset clients who are not in compliance with the law. There is no control over the number of clients or how they will choose to express their anger. VERBAL ABUSE IS COMMON AND THERE HAVE BEEN INSTANCES OF THREATENED PHYSICAL ABUSE.

THERE IS A CONSTANT POTENTIAL FOR CONFLICT WHEN DEALING WITH THE PUBLIC, OFTEN IRATE, DISAGREEING WITH PROVIDED INFORMATION, WISHING TO MEET THE REGIONAL DIRECTOR BECAUSE THEY ARE NOT SATISFIED WITH THE RESPONSE FROM AREA STAFF.

THE INCUMBENT REGULARLY RESPONDS TO INQUIRIES AND COMPLAINTS, MUST REMAIN CALM, SHOW EMPATHY, BE COURTEOUS AND PROFESSIONAL, AND EITHER ADDRESS THE ISSUE DIRECTLY OR PUT THE CALLER INTO CONTACT WITH THE PROPER BRANCH REPRESENTATIVE.

THERE IS A CONSTANT REQUIREMENT TO REPRESENT ORGANIZATIONAL INTERESTS OR VIEWS WHICH CAN BE IN CONFLICT WITH ONE'S OWN PERSONAL VIEWS AND BELIEFS. THERE IS NO CONTROL OVER THE FREQUENCY OR DURATION OF THESE EVENTS.

(14) Physical Effort

On a daily basis, the work involves long periods of sitting to read a variety of hard copy and electronic

On a daily basis, the work involves long periods of sitting to read a variety of hard copy and electronic information, to operate a personal computer and to analyze problems and offer suggested solutions.

On a frequent basis, the work involves visiting harbour locations where construction activity is occurring, climbing on and off vessels, wharves and harbour facilities to carry out facility inspections. This requires the provision of protective and safety equipment including safety boots, life jackets, gloves and hard hats.

There is a weekly requirement to attend meetings and stand for long periods of time in directing discussions or to sit for extended periods recording information.

There is a frequent requirement to visit remote harbour locations and communities to attend meetings. This involves prolonged periods of driving alone and sitting in one position, as well as a requirement to travel on helicopters, small planes and vessels.

The work requires stamina and concentration to work extended and irregular hours to meet operational demands and accommodate client needs.

Working Conditions

(15) Work Environment

The work is performed in both an office and on site around the Region. WHILE IN THE OFFICE, the work involves continuous exposure to noise and frequent interruptions from staff, callers, and visitors, as well as exposure to glare from computer monitors during long periods of keyboarding. There is a continuous requirement to deal with imposed deadlines from the completion of reviews, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, and politically sensitive issues associated with program policies. THROUGHOUT THE AREA, the work involves attending on-site meetings several times a week at many varied locations with community groups, Harbour Authorities, and the general public, of which many meetings are of a sensitive nature and pose a requirement to deal with angry, distressed, and confrontational people. The FIELD WORK also involves continuous exposure to harbour and construction sites. THIS on site work involves continuous exposure to inclement weather, extremes of heat and cold, dust, fumes and noise. Occasionally there is a requirement to climb ladders, board vessels and walk over rough terrain in all weather conditions. There is a requirement to wear safety and protective clothing when visiting construction sites and inspecting harbour facilities. There is a frequent requirement to work unpredictable and uncontrollable hours.

(16) Risk to Health

Repeated travel on a weekly basis involves driving a vehicle for extended periods of time, often to remote locations during inclement weather and on sub-standard road conditions, causes muscular pain

remote locations during inclement weather and on sub-standard road conditions, causes muscular pain in the back and shoulders, eye strain and fatigue and increases the risk of highway accidents.

Daily exposure to continuous meetings and phone calls, imposed deadlines, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, politically sensitive issues, and uncontrollable hours cause high stress levels that can lead to severe psychological and physical problems.


Visiting remote harbour locations alone and carrying out inspections of unsafe and derelict harbour infrastructure poses a risk to personal safety.

The office work environment is characterized by occasional visits from angry, distressed and confrontational individuals or groups of people that sometimes take over the office for extended periods of time. The unpredictability of this type of working environment leads to stress and anxiety, as such disruptions affect imposed deadlines and client service and increases the possibility of physical confrontations.

There is occasional exposure when confronting individuals or groups of people to carry out enforcement roles. This type of work leads to stress and anxiety, as often such individuals are agitated, threatening and confrontational, and poses the risk of physical harm.

The frequent use of finger and wrist muscles to enter data on a computer keyboard and produce correspondence, reports, environmental screening, contribution documents, can cause muscular pain.

CLASSIFICATION ACTION AND POSITION RECORD FICHE DE MESURE DE CLASSIFICATION ET DE POSTE

1. Department / Ministère DFO	2. Position Number / Numéro du poste 00013665	3. Action Type / Type de mesure POS	4. Reason / Motif X	5. Effective Date / Date entrée en vigueur 01-04-01	6. Position Title / Titre du poste BUSINESS MANAGER	7. Position Classification Authority / Autorité de la classification du poste 3
8. RATING/EVALUATION						
Factors/Elements / Facteurs/Éléments		Coord. / Degree / Coord. / Degré	Points			
A. KNOWLEDGE		C2	224			
B. DECISION MAKING		B2	146			
C. OPERATIONAL RESPONSIBILITY		C	40			
D. CONTACTS		3	110			
E.						
F.						
G.						
H.						
I.						
J.						
K.						
L.						
M.						
N.						
O.						
P.						
Total Points / Total des points:		520				
27. AUTHORIZATION / AUTORISATION						
A. Name / Nom	PECK, LISA					
B. Title / Titre	HUMAN RESOURCES ADVISOR					
C. Signature						
28. Accountability Code / Code d'imputabilité	1 97007					
29. Date	26-02-02					
30. Remarks / Remarques	Relased from Am-03 to PM-04 based on collectivity with npld.					
9. Geographic Location / Situation géographique						
10. Job Number / N° d'emploi	0000021323		11. Int. Inc. / Tit. prop	A		12. Supervisor's Position Number / N° du poste du surveillant
11.0222					435 01022	
14. Branch, Directorate, or Division / Direction, Direction générale ou Division			15 a. Security / Sécurité		15 b. Function / Sub-function / Fonction / Sous-fonction	
Chief, SCH, PEI			2		X	
16. Classification / Classification			17. Prev. Classif. / Classif. ant		18. Sup. Factor / Facteur de surv.	
PM 04			PM 03		X	
19. ADM Status / Statut de SMA			20. Eval. Proc. / Proc. d'éval		21. Date of Next Review / Date prochain examen	
0			01		26-02-07	
22. DEPARTMENTAL USE / À L'USAGE DU MINISTÈRE						
A.	B.					
D.	E.					
	F.					
LINGUISTIC INFORMATION / INFORMATION LINGUISTIQUE						
23. Language Requirements of Position / Exigences linguistiques du poste						
2 (English essential / Anglais essentiel)						
25. Communication Requirements / Exigences de communication						
Serv. to Pub. / Serv. au publ.	Pers. Serv. / Serv. pers.	Cent. Serv. / Serv. cent.	Sup. Func. / Fonc. surv.	Grievances / Grièfs	Others / Autres	English / Français
2	0	2	0	0	2	-
26. Linguistic Profile / Profil linguistique						
R-L	W-E	O-I	L-R	E-W	I-O	
-	-	-	-	-	-	
31. EMPLOYEE NOTIFICATION / AVIS À L'EMPLOYÉ(E)						
I certify that the incumbent(s) of this position has (have) been notified of this classification decision. / Je certifie que le(s) titulaire(s) de ce poste a (ont) été avisé(s) de cette décision de classification.						
A. Name / Nom	B. Title / Titre					
	10					
Reasons for Exclusion / Motifs d'exclusions						
33. Code						
34. Date						
D-J M-M Y-A						
0 13-09-98						



Fisheries
and Oceans

Pêches
et Océans

MEMORANDUM

NOTE DE SERVICE

To
À
Jim Morriscey
Area Chief, SCH

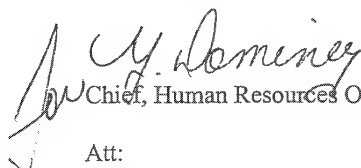
From
De
Human Resources Operations
Human Resources Branch

Security Classification - Classification de sécurité
Unclassified/Non classifié
Our File - Notre référence
Your File - Votre référence
Date
March 4, 2002

Subject
Objet
NOTIFICATION OF CLASSIFICATION DECISION

Please find attached for your information and records a copy of the Classification Action Form(s) (TB330-167) which indicate(s) that the following classification action(s) has/have been finalized:

- ☐ A new position has been created.
- ☒ Positions have been reclassified. If you have not already done so, you may now take the necessary action to fill the positions or appoint the incumbents – please contact Human Resources Operations for assistance and information.
- ☐ A position has been updated or cyclical reviews have taken place.
- ☐ A position incumbency change has taken place. Compensation has been notified. Please ensure the employee (if position incumbered) has been advised.
- ☐ A position has been geographically transferred.
- ☐ An amendment has been made to the last TB330.
- ☐ A position has been deleted.
- ☐ Staffing request package has been forwarded to _____ on _____.
- ☒ Please advise the employee of the results. Employees are entitled to submit a classification grievance within twenty-five (25) working days of the receipt of this notification should they disagree with the group and level to which this position was classified.


Chief, Human Resources Operation

Att:



CONDENSED POSITION EVALUATION REPORT
GENERAL USE

RAPPORT D'ÉVALUATION D'UN POSTE
CONDENSE
USAGE GÉNÉRAL

13 positions / 11 incumbents

1. IDENTIFYING INFORMATION - RENSEIGNEMENT D'IDENTIFICATION					
			PRIOR TO DECISION - AVANT LA DÉCISION	AFTER DECISION - APRÈS LA DÉCISION	
(A) POSITION NO. - N° DU POSTE			13665, 13666, 13668, 13670, 13671, 13672, 13673, 13674, 20612, 27261, 27263, 13667	Same	
(B) POSITION TITLE - TITRE DU POSTE			Business Manager	Same	
(C) BRANCH - GEOGRAPHIC LOCATION DIVISION - LIEU GÉOGRAPHIQUE			SCH	Various: AD Offices Sydney, Antigonish, CH4, Yarmouth, St. Andrews, Trac. - St. John's	
2. REASON FOR ACTION - MOTIF DE LA MESURE					
Reclassification → Relativity with DFO - NFLD Region					
3. EVALUATION - L'ÉVALUATION					
(a) EFFECTIVE DATE AND/OR DATE OF DECISION DATE D'ENTRÉE EN VIGUEUR ET/OU DATE DE RÉVISION				(b) CATEGORY CATÉGORIE	
April 1/2001 Y/A M D/J Except 27261 & 27263 is				PM	
(c) GROUP OR SUB-GROUP GROUPE OU SOUS GROUPE					
(d) EXISTING POINTS POINTS EXISTANTS	(e) FACTORS / SUR FACTORS FACTEURS / SOUS FACTEURS	(f) DEGREE	(g) POINTS	(h) RATIONALE - JUSTIFICATION (Including bench mark comparisons - Incluant la comparaison avec les postes-repères)	
224	Knowledge	C2	224	Relativity w/ DFO - NFLD Region (Contacts 110 pts.) Attached	
146	Dec Making	B2	146		
40	Oper Resp.	C	40		
70	Contacts	3	110		
TOTAL		EXISTING GROUP AND LEVEL GROUPE ET NIVEAU EXISTANT PM-03 PROPOSED GROUP AND LEVEL GROUPE ET NIVEAU PROPOSÉ PM-04	(i) TOTAL 520	(j) GROUP AND LEVEL GROUPE ET NIVEAU PM-04	(k) POINT CUT OFFS FOURCHETTE DES POINTS 501-610
(l) Other Remarks - Autres Remarques					
Michelle Boldman, HR Advisor Feb 14/2002					
4. COMMITTEE - COMITÉ					
SPONSORED BY - PARRAINÉ PAR:					
NAME - NOM (PLEASE PRINT - EN LETTRES MOULÉES S.V.P.)		SYMBOL - SYMBOLE		SIGNATURE	DATE
(a)					
(b)					
(c)					
(d)					

Addition to Classification Rationale Business Manager

CONTACTS

This position was recently rated as Degree 2, 70 points for Contacts.

In reviewing departmental relativities and additional information from the Manager it is determined that contacts should be increased to Degree 3, 110 points.

SP is required to consult and reach agreement with small craft harbour authorities, representatives and officials from various other departments and agencies related to federal government infrastructure. Consultation and advice is provided on an on-going basis to Members of Parliament, Provincial and Municipal elected representatives. Contacts are made with the media to deal with issues related to small craft harbours, lighthouses, wharfs and other departmental sites. SP is responsible for enforcement under the Fishing and Recreational Harbours Act and requires on-going consultation with officials and law enforcement agencies.

=BM 24, Late and Non-Filer Programs Officer, both positions are required to reach agreement with senior officials of OGD and Agencies and representatives of industries or companies. Both consult and reach agreement to support enforcement activities.

>BM 25, Collection Contact Officer at degree 2, initiates and maintains contacts with taxpayers, individuals, owners and officials of business and/or their representatives to negotiate payment schedules. This is less than what is required for SP, as it is required to influence and discuss and explain where SP is required to consult, confer and reach agreement with officials on matters that are complex or significant. SP is required to negotiate and consult on items such as wharves, lighthouses and other real property harbour infrastructures and related equipment.

Summary:

Knowledge	C2	224	
Decision Making	B2	146	
Operational Resp.	C	40	
Contacts	3	110	
Total		520	PM-04(501-610)

Reality:

This position was compared with the Program Officer, PM-04 that works in Small Craft Harbours, in Newfoundland. Both positions advise and consult with Harbour Authorities and deal with fishing industry stakeholders, officials of other government department and with public clients to interpret and explain policies. The Program Officer is rated as:

Knowledge	C2	224	
Decision Making	B2	146	
Operational Resp.	C	40	
Contacts	3	110	
Total		520	PM-04(501-610)


Janice DeForest


Date

CONTACTS:

The Business Manager position requires consultation with various industry stakeholders to reach agreement on future management options including formation of the harbour authorities or the divestiture of harbours and other real property. Harbour authorities and harbour divestiture are the two major program initiatives within SCH since program review. Industry stakeholders include fishers, buyers, processors, other businesses, First Nations, recreational users, community groups, development associations, and the general public. The Business Manager is the primary point of contact with the stakeholders and must obtain commitment from the various stakeholder groups in order to advance the SCH program agendas. Persuasion is required to negotiate and to obtain consensus among various diverse interests, while moving the program forward and maintaining a service-orientated and client-focused image. There is also a significant requirement to provide advice and information to various user groups of harbour services, and to explain and defend government programs and policies to the Canadian public.

The Business Manager position is required to consult with and provide advice and background information to officials from various other departments and agencies such as Indian and Northern Affairs Canada, Public Works and Government Services Canada, Environment Canada, Industry Canada, Human Resources Development Canada, etc. regarding the SCH program and the specific implementation of new harbour management programs. Advice is also provided on an on-going basis to Members of Parliament, Provincial and Municipal elected representatives, the Area Director, regional and national staff, and the minister's staff regarding an abundance of politically sensitive operational issues (such as First Nation integration into the commercial fishery in the wake of the Marshall Decision). Discussions are held with MP's, MLA's, elected Municipal officials, First Nations, and other groups on specific issues to explain the department's position in order to promote an understanding and acceptance of the objectives, programs, and policies of the Department. Information is also provided to the media on an as-required basis, and indirectly through the preparation of draft press releases.

As an enforcement officer pursuant to the Fishing and Recreational Harbours Act, the position requires on-going consultation with other government officials and law enforcement agencies regarding the interpretation and requirements of various Federal, Provincial, and Municipal legislation with respect to enforcement, environmental, occupational health and safety, municipal planning, navigable waters protection, etc. This information is required to advise and assist Harbour Authority and other user groups in the management of harbours to ensure compliance, as well as for the safety of the users and the general public, in order to reduce the risk of claims against the Harbour Authority and the Crown.

In conclusion, the Business Managers are the primary contacts on all operation and divestiture issues with the different public and private stakeholders. As you are aware, the Area Chief position (Eng. 4) will now focus primarily on the delivery of the technical part of the SCH and RPAM programs, and the BM will now assume the lead role on all operational and divestiture issues (the role will be also expanded to include RPAM sites). The position deals with very diverse and operationally sensitive issues that have a direct impact on the successful delivery of the SCH program. It is my opinion that the position should be given a level C3 for contacts within the classification rating grid, based on the bench marks established for this contact factor, as well as the Program Officer position that was recently rated in the Nfld. Region.

Classification Rationale

Position #: 13673

Title: Business Manager

Branch: Small Craft Harbours

Background:

The Subject Position (SP) was last reviewed in April 2000, based on a UCS Work Description (Generic Business Manager) dated 2000-2-18, and rated at the PM-03 group/level.

Review of the Work Description dated (2001-7-18) submitted for classification at this time revealed little or no change in the responsibilities of the position from that last reviewed. The eight (8) Key Activities identified in the old work description are essentially the same in the new. Their text has been rewritten in a more terse and succinct style, but the global intent of each is unchanged. The Work Characteristics sections of the new document do reflect a significant number of amendments and modifications, however, although they would impact on a UCS evaluation, they are not in areas that would affect the factors measured in the PM standard.

ALLOCATION

Category: Administrative and Foreign Service

The primary responsibilities of the SP involve delivery of the Small Craft Harbours Program within a geographically defined area within the region. This involves the implementation of policies and procedures, the provision of training and advice, the recommending of Harbour Authority (HA) leases, negotiation and approval of HA business plans, and participation in the divestiture and privatization process for recreational and commercial fishing harbours. These activities are performed to effect program delivery to fishing industry stakeholders and the general public who have a vested interest in the facilities. This meets the category definition of the Administrative and Foreign Service category, "occupational groups engaged in the planning, execution, conduct, and control of programs serving the public interest, and the requirements of internal management in the Public Service of Canada", and inclusion statements 1 and 2. No exclusions apply.

Group: Program Administration (PM)

The criteria referenced in the category allocation also meet the group definition and inclusion statement 1 of the Program Administration Group. No exclusions apply.

EVALUATION

Knowledge Degree C2 224 points

Program and Specialized/Technical Knowledge Degree C

The SP requires knowledge of an extensive body of rules, procedures and operations respecting delivery the Small Craft Harbours Program. This includes knowledge of: the mandate, objectives and priorities of the organization; departmental and central agency policies respecting real property acquisition, divestiture, business planning, budgetary control and compliance enforcement; a wide variety of federal and provincial legislation and regulations pertaining to harbour management, navigable waters, and environmental protection; procedures and practices respecting real property acquisition/divestiture, lease negotiation, financial audit, and real property management.

> BM 28, District Licensing officer at degree B, which requires knowledge of acts, regulations and policies governing fishing personnel and vessel and gear licensing for commercial and recreational fishing, as well as, knowledge of appeal processes and systems for information and statistics gathering. The SP requires knowledge of a broader range of legislation governing real property management, business planning, contract administration, financial administration, and harbour management. The SP also requires knowledge of procedures and practices for real-property acquisition and divestiture, lease/contract negotiation, financial audit, and enforcement investigation.

= BM 16, Supervisor, Employment Services at degree C, as the BM and SP have a comparable requirement for knowledge of a full range of acts, legislation, policies and procedures respecting delivery of a major program. Both require knowledge of external organizations, stakeholders and socio-economic and local market issues relevant to program clients. Both require knowledge of practices, protocols and procedures respecting the provision of advice, the determination of client requirements, and the administration of contract with external institutions.

General Administration Degree 2

The SP requires general administration knowledge in the areas of financial administration, contract administration, lease negotiation and administration, and real-property management related to acquisition and divestiture of facilities.

> BM 25, Collection Contact officer at degree 1, who requires knowledge of internal administrative procedures related to own work.

= BM 16, Supervisor, Employment Services at degree 2, as the BM and SP have a comparable requirement for knowledge of administrative policies and procedures respecting financial management to manage an O&M budget. Both require knowledge of administrative practices in a variety of other area, the BM in personnel policies, collect agreements, information management and work allocation, and the SP in Real Property Management, contract and lease administration, and acquisition and divestiture of assets and facilities.

Decision Making Degree B2 146 points

Scope Degree B

The SP decisions and recommendations are generally made within the policy framework and guidelines of the SCH program and require judgement and initiative in resolving problems and disputes respecting program requirements. Initiative and judgement are required when providing advice and evaluating business plans, when performing investigative work and fact finding associated with audit and budget control functions, when negotiating and recommending commercial and harbour authority leases, when managing a construction program, when establishing and implementing enforcement associated with the operation of real property and facilities, and when providing training and business advice to client to facilitate the operation of incorporated harbour authorities and assist harbour managers.

= BM 17, Benefits Program Officer at degree B, as the BM and SP are comparable in their requirement to exercise judgment and initiative in monitoring the effectiveness of program delivery and in identifying and resolving problems. Both identify operational trends and training requirements to enhance program delivery initiatives and analyze and interpret legislative, program and operational policies to provide advice and recommendations to management and external clients.

< BM 2, Airport Manager at degree C, whose decisions and recommendations are made respecting the operation, maintenance and security of an airport and eleven remote sites. The BM must exercise judgement and initiative in directing the allocation of financial and personnel resources, developing long range forecasts of user requirements, negotiating leases and levels of maintenance with other government departments, directing the preparation of security procedures and coordinating the activities of agencies responding to emergencies. The SP requirement to exercise judgement and initiative in making decisions and recommendations does not reflect the diversity of areas or the requirement to operate without precedent as exemplified by the BM

Impact Degree 2

The SP decisions impact on the effectiveness of the SCH program delivery within its geographic district of responsibility and the ability of external client organizations and individuals to develop effective business plans and meet program requirements to obtain and operate harbour authorities. Decisions and recommendations respecting acquisition and divestiture of real property and assets impact on the cost-effective utilization of financial resources within the organization, and the ability to provide mandated services to facility users. Decisions also impact indirectly on the viability of commercial enterprises and community stakeholders of harbour facilities.

= BM 17, Benefit Program Officer at degree 2, as the BM and SP decisions affect the efficiency and effectiveness of program delivery initiatives, including the quality of service received by clients. BM decisions on labour disputes impact directly on hundreds or thousands of workers, while SP decisions impact on commercial, recreational and public users of harbour facilities and the effective operation and viability of harbour authorities.

< BM 14, Regional Manager, Investigation and Control at degree 3, who is the regional authority while the SP's impact is limited to the district of responsibility. The BM decisions and recommendations impact on the nature and scope of the regional program and national and

regional policy development, whereas the SP works within established regional/national policy and guidelines.

Operational Responsibility Degree C 40 points

The SP performs a "Staff" role and is responsible for delivery of a well-defined program within a specific geographical management area. This involves determining adequacy of operational policies and procedures administered by harbour managers and members of harbour authorities to provide service to facility users and meet contract and lease obligations set by the Department. This includes monitoring the activities of non-employees performance for effectiveness, evaluating and auditing financial and business planning documents, ensuring safety and environmental protection compliance is adhered to and controlling funding based on client performance in meeting contract obligations.

> BM 28, District Licensing Administrator at Degree B, which administers the licensing program in the district and supervises two clerks. The BM also participates in advisory and policy working groups and provides advice to field staff on the interpretation of licensing policies and legislation. The SP is superior in that it is responsible for determining the adequacy of operational policies and procedures administered by non-employees; monitoring for safety and environmental compliance, financial accountability; implementing enforcement and controlling funding.

= BM 17, Benefit Program Officer at degree C, as the BM and SP are comparable in their requirement to monitor all program activities, assess the efficiency and effectiveness of operations, and ensure compliance within operational policies and procedures. Both involve evaluating the operational performance of non-employees and providing advice as a subject matter specialist staff in the organization.

Nature and Size of Subordinate Organization

Not applicable. The SP performs a staff role and has no subordinates.

* **Contacts Degree 2 70 points** — *This has been changed to degree 3, 110 points. See attached dia 8/11/21*

The SP provides advice and guidance to external clients involved in harbour management and the operation of harbour authorities respecting service levels as defined by contract obligations, compliance issues related to safety and environmental protection, monitoring and audit issues related to financial administration, funding, and business planning. These activities require significant explanation of legislative and program requirements to achieve cooperation and compliance in meeting contract/lease obligations, meeting defined service levels, performing audit functions, and when providing advice or interpretation.

= BM 17, Benefit Program Officer at degree 2, as the BM and SP have a like requirement to deal with non-government personnel to resolve problems and obtain cooperation in problem resolution and adherence to compliance requirements. Both are required to investigate operational performance and provide recommendations to achieve cooperation in meeting service levels requirements. Both provide expert level advice staff within the organization to promote problem solving and improve program delivery functions.


< BM 2, Airport Manager at degree 3, who consults with local government officials and other government departments respecting the provision of common services and to coordinate emergency services. The BM acts as final authority in negotiations on nature and levels of service for the airport while the SP requires management approval in contentious and politically sensitive issues.

Summary

Knowledge	C2	224
Decision Making	B2	146
Operational Responsibility	C	40
Contacts	2	70
Total		480 PM-03 (401-500)

Recommendation

The SP is rated at 480 points and recommended for classification at the PM-03 group/level.


Bill Anderson
Sept 6/01

**WORK DESCRIPTION***RELATIVITY***0000001048****Bungay Wayne****Program Officer**

Department/Agency:	Department of Fisheries and Oceans
Section:	
Division:	
Branch:	Small Craft Harbours
Geographic location:	Grand Falls-Windsor (Nfld.)
Security clearance	
Language requirements:	English Essential
Departmental use:	

Immediate supervisor:	Area Chief (0000001044)
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Version: Draft	Date last updated: 2000-2-3
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Classification:**Effective Date of Decision:****Model identifier:**

Client-Service Results

Program initiatives and advisory services related to the maintenance, operations, and management of harbours in an assigned geographic area to fishing industry stakeholders, the general public, and SCH regional and area personnel.

Key Activities

- X Supports the implementation of national and regional policy, procedures, management and budgetary control for a system of commercial fishing harbours in an assigned geographic area.
- X Delivers DFO's Harbour Authority initiative for all commercial fishing harbours through the establishment of Harbour Authorities.
- X Coordinates and provides training for Harbour Authorities.
- X Makes recommendations to Harbour Authorities on issues beyond their realm of expertise including legal, business, financial, management, operational, and enforcement issues, and on harbour maintenance and development.
- X Monitors the operations of Harbour Authorities to ensure compliance with the terms and

conditions of their lease agreement for harbour management and determines needed interventions and strategies.

- Conducts financial, operational, and environmental reviews of the operations of Harbour Authorities and recommends appropriate actions.
- Provides consulting/advisory services to Harbour Authorities concerning their roles in the management and operations of harbours and gives direction to Ministerially appointed Harbour Managers.
- Negotiates and approves individual Harbour Authority business plans and budgets, and provides specific advice regarding financial statements and business proposals for projects.
- Negotiates, drafts and issues licences to all commercial harbour users in DFO managed harbours.
- Participates in the negotiation of leases to commercial/industrial users of DFO managed property in scheduled harbours.
- Assists the Area Chief in the implementation and management of Small Craft Harbours maintenance and development program.
- Undertakes management and enforcement activities associated with the operation of real property and facilities.
- Provides recommendations to the Area Chief on the divestiture of commercial fishing harbours not intended for harbour authority management, and on facilities administered by Harbour Authorities but surplus to the fishing industry needs.
- Identifies real property requirements and recommends the acquisition to the Area Chief as needed for the management and operation of commercial fishing harbours.
- Identifies the need for and produces Environmental Screening and Assessment Reports for projects in accordance with the Canadian Environment Assessment Act.

Employee's statement:

I have been given the opportunity to comment on this work description.

Employee's signature

Date

Supervisor's statement:

This work description accurately describes the activities and demands of the position.

Supervisor's signature

Date

Authorization:

Manager's signature

Date

Work Characteristics

Responsibility

(1) Information for the Use of Others

Provides information and advice to various fishing industry stakeholders, politicians, the general public with respect to the Small Craft Harbours program and policies to assess the impact and to develop options for future harbour management.

Provides advice, guidance and recommendations to area management on management, operations, and maintenance of public harbours to assess the impact and feasibility of various harbour management, operations, and development options. Makes specific recommendations that can affect the livelihood of individual fishers and coastal communities, and impact on fish handling/processing facilities.

Provides advice and disseminates information to incorporated Harbour Authorities, and applies methodologies and standards in such matters as business planning, revenue generation, financial and resource planning and management, tax provisions and reporting requirements, property management, legal and enforcement issues, environmental practices and compliance, liability insurance, legislative obligations, technical matters such as construction standards, specifications and techniques, and administrative matters such as tendering, procurement, contracting for services, inventory control, computer operations and human resource practices to ensure successful operation and economic sustainability.

Gathers, synthesizes, and produces draft ministerial correspondence from a complex variety of information for the Area Chief to respond to specific inquiries directed to the Minister's office.

Researches socio-economic and environmental background information and produces environmental assessment reports for the Area Chief for the approval of projects to ensure compliance with the Canadian Environmental Assessment Act. The reports as approved by the Regional Director are made available for public perusal and critique through the national Habitat Referral Tracking System.

Provides technical advice and assistance to individuals, Harbour Authorities, groups, and the fishing industry on construction and repair projects being considered for structures administered by the Department. This can involve breaking down complicated construction and permitting processes into simpler operations, and is necessary to give Harbour Authorities, individuals, and groups the knowledge and skills they require to successfully complete projects to established regulations, codes, and standards.

(2) Well-Being of Individuals

There is no specific requirement for this.

(3) Leadership of Human Resources

Leads and coordinates multi-disciplinary groups and agencies in meetings, working groups and projects to provide information on programs and policies, and to develop overall management and business plans. Guides incorporated Harbour Authorities in human resource planning including the recruitment of volunteers, students and employees, and consultants required to support the Harbour Authority program. This includes developing work plans and priorities, proposing terms of reference,

evaluating performance and creating alternate plans to accomplish objectives. This is a shared responsibility.

Conducts initial training of new Harbour Authority directors and members on such matters as corporate structure and bylaws, business, accounting, legal, and administrative matters associated with the operation of a Harbour Authority.

Conducts initial training of new persons in the Branch on such matters as corporate structure, administrative practices, business, operational and legal issues associated with the Small Craft Harbours program. This is a shared responsibility.

Provides management and operational guidance and training in accounting principles and procedures to incorporated recipient groups that have assumed responsibility of Federal harbours formerly under government jurisdiction. This is a shared responsibility.

Assigns and manages the work of Harbour Managers and Enforcement Officers through the development of work plans, performance reviews, and the determination of remuneration for services rendered. This is a shared responsibility.

Facilitates and chairs public meetings in communities to establish Harbour Authorities. Explains the management and operational concepts of Harbour Authorities including departmental and Harbour Authority responsibilities.

Guides incorporated Harbour Authorities in the development of a management plan which includes work plans, revenue generation, and maintenance and services programs. This is a shared responsibility.

(4) Money

BUDGETING

Participates in aspects of budget preparation and management including providing recommendations for the Area budget, providing financial advice and making recommendations for prioritization of projects, including cost benefit and risk analyses. Plans, costs and budgets for harbour operations and maintenance activities. On an ongoing basis monitors project status; reallocates funds within budget to compensate for changes; and conducts financial planning, forecasting and reporting. Provides advice and recommendations to incorporated harbour authorities and recipient groups on preparing and managing operational budgets to ensure their successful operation and long term sustainability.

MANAGING MONEY FLOW

Determines and negotiates commercial lease and licence annual rents with private commercial operators based on Treasury Board guidelines and market value appraisals. Monitors and tracks commercial leases and licences issued and payments received, advises the Area Chief on outstanding accounts and takes the appropriate enforcement action. Solicits financial contributions from other Federal, Provincial, and private sources for cost-shared projects with incorporated harbour authorities and recipient groups to reduce the demand on Small Craft Harbours budget. Provides advice and recommendations to incorporated harbour authorities on devising service fee schedules, determining commercial sub-lease rent and licence fees, and collection of accounts based on specific site and local market conditions and knowledge of other harbour operations.

SPENDING

Identifies, tenders, awards and administers maintenance and service contracts within allocated budget.

Awards contracts, verifies goods and or services are received and approves progress claims and final invoices for payment. Commits funds and recommends paying out funds under contractual agreements. Purchases goods and services using government credit cards issued in incumbents' name and accounts for all expenditures. Provides advice and recommendations to incorporated harbour authorities and recipient groups on tendering and contracting for goods and services, processing claims and invoices, and auditing requirements.

(5) Physical Assets and Products

Operates and provides minor maintenance of real property, harbour infrastructure and related equipment used by the commercial fishing stakeholders and the public in harbours that are managed directly by Small Craft Harbours, and minor maintenance at those sites under lease to Harbour Authorities. These assets are extremely valuable and very difficult to replace due to budget limitations and program inflexibility due to commitments to other projects.

Takes temporary custody of, and protects seized evidence gathered during investigations, to be used by the Crown during prosecution. This time sensitive evidence cannot be replaced.

Operates and maintains assets included in own work such as a government vehicle, personal computer, cellular telephone, office furniture, files, supplies, and software. With the exception of the vehicle these assets are not used by other staff and can be replaced, but at a considerable cost.

(6) Ensuring Compliance

As an enforcement officer pursuant to the Fishing and Recreational Harbours Act and Regulations, conducts routine inspections of harbour usage including that of fishers, commercial operators, lessors, and the general public to ensure compliance with regulations related to real property and environment issues, in order to ensure the safety of all harbour users and the general public and to protect the environment and harbour infrastructure. Compliance and enforcement activities are performed by examining a wide range of various options and statutes available to determine the most appropriate course of action. Duties require examining complaints, taking evidence, issuing warnings and recommending whether to pursue prosecution, and providing sworn testimony. Responsibility is shared and may require supervisor and senior management involvement.

Conducts on-site reviews and evaluations of Harbour Authorities' business and real property management practices to ensure compliance with and enforcement of the Fishing and Recreational Harbours Act, and the Small Craft Harbours' lease in order to protect the interests of the general public and fishing industry stakeholders in terms of safety and non-discriminatory public access. Depending on the degree of non-compliance, using own judgement and established precedents and practices, negotiates corrective action. Consults with supervisor regarding difficult situations.

Conducts on-site reviews to ensure Harbour Authorities are in compliance with the Provincial Labour Act, Worker's Compensation Act, Canada Corporation Act, Revenue Canada Taxation re: employee benefits and Harmonized Sales Tax. Negotiates compliances schedules and implementation of corrective action for violators using own judgement, precedents, and established practices. This is a shared responsibility.

Ensures that minor maintenance activities comply with the Canadian Environmental Assessment Act, Fisheries Act, Navigable Waters Protection Act, and provincial environmental regulations. The responsibility is shared. Failure to ensure compliance could result in legal action being initiated against

the Crown and/or incumbent.

Conducts Environmental Screenings on lease agreements with Harbour Authorities and the fishing industry or other users of federal property to ensure compliance with the Canadian Environmental Protection Act.

Skills

(7) Job Content Knowledge

Knowledge of negotiation principles and techniques and practices to effectively conclude initiatives and agreements with clients.

Knowledge of principles, practices, and techniques of leadership to effectively provide and coordinate the efforts of diverse groups towards common goals.

Knowledge of problem solving techniques with an ability to analyze issues and develop innovative and viable solutions is required when investigating problems and advising Harbour Authorities on property management, business and legal issues.

Knowledge of enforcement including investigative techniques and legal processes associated with the application of the Fishing and Recreational Harbours Act and Regulations, maritime, contract, tort and common law is required to carry out enforcement duties, investigate claims against the Crown and to provide specific advice to Harbour Authorities, the general public and management on land control and enforcement issues.

Knowledge of the principles and practices associated with real property management as it relates to custodial Federal property, including legal, administrative, and management techniques, procedures, and responsibilities is required to effectively operate harbours and to provide specific advice to Harbour Authorities.

Knowledge of real property acquisition and disposal methods including legal and property terminology; methods and procedures and the ability to read and interpret survey plans, deeds and descriptions in order to address client and legal requirements for management of harbours and implementation of construction projects.

Knowledge of harbour standards, regulatory requirements, facility inspection techniques and construction methodologies, including the ability to read and interpret construction drawings and specifications in order to analyze situations and provide advice to Harbour Authorities, management, contractors, consultants and regulatory agencies. Knowledge of project management, planning, implementation, critical time line analysis, negotiation approaches, and report writing to manage a minor maintenance program.

Knowledge of principles, practices, authorities and accountabilities of the financial process for budgeting, managing money flow, and expending funds for goods and services, and to exercise financial control over allocated budget.

Knowledge of financial review procedures, standards, and reports to conduct reviews of Harbour Authority activities.

Knowledge of financial accounting systems, including payroll taxation remittance procedures to train Harbour Authorities in accounting practices and record maintenance.

Knowledge of various options of revenue generation is required to advise Harbour Authorities on becoming financially viable businesses..

Knowledge of computer software, the internet and data entry programs, in order to gather information, prepare correspondence, produce reports and input data.

Knowledge of communication practices and techniques to prepare public presentations and written reports.

Knowledge of methods, techniques and practices required to conduct environmental screenings and assessments to ensure program compliance with federal and provincial environmental legislation.

Knowledge of inventory control and accountability standards to ensure asset utilization is managed and used for its intended purpose.

Knowledge of investigative techniques to ensure enforcement and evidence gathering procedures are conducted correctly and legally.

(8) Contextual Knowledge

WORK UNIT

Knowledge of the mandate and priorities of Small Craft Harbours' related to safety issues, harbour development and the reduction of operating expenditures through major devolution exercises and new business arrangements with clients through the Harbour Authority initiative.

Knowledge of administrative procedures and budgeting processes are required to deliver the maintenance/construction and operations program through a variety of initiatives.

Knowledge of the respective roles of regional staff on all management and operational issues is important in developing effective working relationships and providing a unified approach to issues.

Knowledge of collective agreements, travel directives, standards, procedures, guidelines and unit culture to conform to established practices.

Knowledge of the regional protocols respecting the media to ensure that the region conveys accurate information..

DEPARTMENT

Knowledge of the structure, roles, functions and responsibilities of the department, its objectives and priorities in support of the departmental vision and oceans strategy initiative in order to provide informed advice and recommendations to Harbour Authorities.

Knowledge of departmental policies, contacts and points of reference is required in order to understand changes within the fishing industry that will impact on the Small Craft Harbours' mandate and program initiatives.

Knowledge of the interaction between branches such as finance, communications, personnel, informatics, contracting, habitat management, and their advisors and directors to ensure contact is made with the person(s) responsible for any particular component of an initiative to ensure information

is received in a timely manner.

OTHER DEPARTMENTS

Knowledge is required of the roles and responsibilities of other Departments and their mandates, organizational structures, programs, culture, policies and regulations including Public Works and Government Services Canada and Treasury Board of Canada for administering minor maintenance projects; Industry Canada in terms of the creation and incorporation of Harbour Authorities; and other Departments such as the RCMP, Environment Canada, Transport Canada, Revenue Canada Taxation for enforcement and regulatory issues.

Knowledge of Human Resources Development Canada programs is required to access financial and human resources to assist in furthering the aims of Harbour Authorities through the development of partnership arrangements.

CANADIAN PRIVATE AND OTHER PUBLIC SECTORS

Knowledge of the roles, responsibilities, and programs of provincial departments, municipal governments and officials to provide assistance and consultation on the Harbour Authority and divestiture initiatives.

Knowledge of the political, cultural, and socio-economic status of the communities in the assigned portfolio to facilitate in the planning for the implementation of a Harbour Authority or divestiture initiatives, and for ongoing service delivery.

Knowledge of local politicians, special interest groups and the identity of community leaders to seek and provide consultation on program issues.

Knowledge of the trends and developments in the fishing industry that will impact on the Small Craft Harbours' initiatives, in order to forecast changes in the management options and levels of service required for commercial fishing harbours.

LEGISLATION/REGULATIONS

Knowledge of the content and underlying principles and intent of the following Acts and Regulations, as they apply to management and operation of real property and facilities, and to be able to minimize risks and to formulate a due diligence legal defence in the event of a personal prosecution for violations of specific statutes and against civil suits:

Fishing & Recreational Harbours Act and Regulations

Fisheries Act

Oceans Act

Financial Administration Act

Treasury Board Regulations

Canadian Environmental Protection Act

Canadian Environment Assessment Act

Criminal Code of Canada

Navigable Waters Protection Act

Canada Business Corporations Act
Canada Labour Code and Regulations
Federal Real Property Act and Regulations
National Building Code of Canada
National Fire Code of Canada
Canada Shipping Act
Small Fishing Vessel Regulations
Various provincial acts and regulations

(9) Communication

COMMUNICATION OUT:

Presentation and public speaking skills are required when articulating policy information, reports, and recommendations to fishing industry stakeholders and public clients and in the formation of Harbour Authorities. This often requires interpreting policy in order to present arguments and dissuade individual biases as well as explaining and altering specialized legal and technical terminology so that it can be fully comprehended by various audiences.

Verbal and presentation skills are required to negotiate leasehold interests with incorporated groups and commercial operators. This requires skill in interpreting Treasury Board guidelines and explaining specialized legal terminology in order that information can be fully comprehended by the lessee. This requires skill to negotiate and persuade the lessee with respect to specific clauses in the lease, lease boundaries, and lease rates.

Writing skills are required to prepare correspondence to clients and to prepare various reports, draft ministerial correspondence and fact sheets. This requires skill in interpreting information and explaining complicated and sensitive issues.

Verbal skills are required to present the assigned functions in the wide ranging consultations with client groups, regional officials, and other government departments to explain policies, priorities and activities, negotiate issues, obtain input and gain agreement and cooperation to handle sensitive situations. Depending on the client groups, the message must be altered and simplified in order to be understood and effective.

Written and verbal skills are required to provide information to various fishing industry stakeholders, politicians, and the general public with respect to the Small Craft Harbours program and policies. This often involves explaining complicated policies, procedures, and standards which involves transforming information into alternate terms in order that it can be fully understood by a varying audience.

Verbal, written, and presentation skills are required to train incorporated Harbour Authorities in such matters as business planning, revenue generation, financial record keeping, and technical matters such as construction standards, specifications, tendering. This involves breaking down complicated financial and construction processes into simple, understandable steps and is necessary to give Harbour Authorities the knowledge and skills they require to develop and maintain good financial and construction practices.

COMMUNICATION IN:

Listening skills to interpret inquiries from clients who have difficulty understanding program related issues to determine their exact requirements and providing them the correct information. Observation skills to read between the lines when conducting public information sessions and to adjust delivery to the respective mood of the audience. Reading skills to gather and synthesize information written in legislative and regulatory language to draft responses to people having different requirements and levels of interpretation. Reading skills to digest information and demands from groups or individuals and review proposed responses to ensure that they contain accurate information.

(10) Motor and Sensory Skills

In the course of travel and performance of duties, there is a requirement for dexterity and coordination to embark and disembark vessels, and land vehicles while carrying equipment, and to inspect harbour infrastructure under unsafe conditions due to climate conditions, unsafe structures, and slippery conditions cause by the marine environment.

Manual dexterity and coordination skills are required for the daily operation of a computer keyboard in the preparation of correspondence, reports and inputting data. Dexterity is required to operate other office equipment such as photo copiers, fax machines and cellular telephones.

Physical dexterity, hand-eye coordination and concentration are required to drive land vehicles on a daily basis, often in inclement weather, poor road conditions, and during darkness.

A keen sense of smell is occasionally required to observe and address operational risks or compliance problems with respect to combustible or hazardous substances.

Effort**(11) Intellectual Effort**

Applying strategies, practices and approaches to govern the negotiation and consultative processes with fishing industry stakeholders and the public involved in the implementation of the Harbour Authority policy. The work is performed under departmental time line pressures to achieve imposed goals, and involves dependence on other government departments and agencies, client pressures for information, conflicting stakeholders interests and changing policy interpretations.

Analyses and evaluates the associated business and operational plans of the established Harbour Authorities to evaluate their effectiveness from a management, operational, business, and legal perspective and implementing corrective measures through consultation or direct intervention. This work is performed under time line pressures imposed by the department, individual biases against the department, and client reluctance to change or comply with directives.

Negotiates the resolution of differing interpretations as they arise in the administration of harbour authorities, including enforcement procedures, data collection, and collection of revenues from fees and services. The work is occasionally performed without the benefit of established practices and precedents and without the availability of human resources required to meet imposed goals and deadlines.

Intellectual effort must be applied in the management of a minor maintenance program to analyze requirements for program expenditures, prioritize project requests for funding, and for the preparation of project proposals, plans and specifications. The work is performed under time line pressures imposed by the department and clients, weather and climatic conditions, and the dependence on other government departments and agencies. There is a constant requirement to analyze an on-going number of project requests to seek or create solutions from a large number of options, and to make funding recommendations with limited program funding.

Develops strategies and options unique to each situation in order to conduct sensitive negotiations with client groups regarding the management and the identification and initiation of divestiture of real property. The work is performed under departmental time line pressures to achieve imposed goals, dependence on other government departments and agencies, client pressures for information and legal interpretations, conflicting stakeholders interests, and negative public opinion against overall government fiscal restraint and perceived downloading policies.

Analyzes requirements for harbours and facilities in communities, judges and assigns relative priorities and develops short and long-term construction, maintenance and operational programs. Recommendations and decisions consider competing interests for limited funding, feasibility of proposals from harbour users, communities, environmental, economic, social and political consequences, and conflicting needs or demands of user groups.

Make decisions on short term harbour maintenance program requirements. Decisions must consider safety issues and associated priorities, the impact on communities, harbour users, and the fishing industry.

(12) Sustained Attention

The work requires long periods of sustained attention when operating a motor vehicle in order to concentrate on the road while driving under stressful factors such as wildlife, night driving, and adverse weather conditions. There are frequent interruptions with calls from cellular telephones which increase the risk of accidents. This work takes up to twenty percent of the incumbent's time on an ongoing basis, due to the geographic size of the area of responsibility.

The requirement to sustain attention while attending public and internal business meetings as a leader and participant is required to comprehend and interpret information and to contribute effectively to a variety of complex initiatives and concerns. These activities consume twenty percent of the available time.

Long periods of sustained attention is required to review financial records where errors have occurred in order to locate and take corrective action. This activity consumes five percent of available time.

(13) Psychological/Emotional Effort

Psychological/emotional effort is needed to remain impartial and composed while providing information services to irate clients who are objecting to decisions. There is no control over the number of clients or how they will choose to express their anger.

Psychological/emotional effort is needed to remain impartial and composed while carrying out enforcement duties involving upset clients who are not in compliance with the law. There is no control over the number of clients or how they will choose to express their anger.

Psychological/emotional effort is required to put aside personal beliefs and maintain composure when articulating, defending and implementing views that may not be one's own. There is little or no control over the duration and frequency of incidents.

Psychological/emotional effort is needed to meet work requirements that entail frequent absences from home and family with very little control over the occurrence, duration, and frequency.

(14) Physical Effort

On a daily basis, the work involves long periods of sitting to read a variety of hard copy and electronic information, to operate a personal computer and to analyze problems and offer suggested solutions.

On a frequent basis, the work involves visiting harbour locations where construction activity is occurring, climbing on and off vessels, wharves and harbour facilities, walking over uneven and slippery surfaces to carry out facility inspections. This requires the provision of protective and safety equipment including safety boots, life jackets, gloves and hard hats.

There is a weekly requirement to attend meetings and stand for long periods of time in directing discussions or to sit for extended periods recording information.

There is a frequent requirement to visit remote harbour locations and communities to attend meetings. This involves prolonged periods of driving alone and sitting in one position, as well as requirement to travel on helicopters, small planes and vessels.

The work requires stamina and concentration to work extended and irregular hours to meet operational demands and accommodate client needs.

The work requires the occasional lifting and carrying of heavy loads such as construction materials and equipment such as motors, winches, and office equipment for a short distance.

Working Conditions

(15) Work Environment

The work is performed in both an office and external environment. The work involves continuous exposure to noise and frequent interruptions from staff, callers, and visitors, as well as exposure to glare from computer monitors during long periods of keyboarding. There is a continuous requirement to deal with imposed deadlines from the completion of reviews, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, and politically sensitive issues associated with program policies.

The work involves attending on site meetings at many varied locations with community groups, Harbour Authorities, and the general public several times a week, many of which are of a sensitive nature and pose a requirement to deal with angry, distressed, and confrontational people.

The work also involves continuous exposure to harbour and construction sites. The on site work involves continuous exposure to inclement weather, extremes of heat and cold, dust, fumes and noise. Occasionally there is a requirement to climb ladders, board vessels and walk over rough and slippery

terr in all weather conditions. There is a requirement to wear safety and protective clothing when visiting construction sites and inspecting harbour facilities.

There is a frequent requirement to work unpredictable and uncontrollable hours to deal with time lines imposed by third party meetings and/or locations.

The work requires extended periods of driving alone, and in all weather conditions, both day and night.

(16) Risk to Health

Repeated travel on a weekly basis involves driving a vehicle for extended periods of time while exposed to wildlife on highways, inclement weather and on sub-standard road conditions, often in remote locations. This activity may cause muscular pain in the back and shoulders, eye strain, and fatigue, and increased risk of highway accidents.

Daily exposure to continuous meetings and phone calls, imposed deadlines, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, politically sensitive issues, and uncontrollable hours cause high stress levels that can lead to severe psychological and physical problems.

Visiting remote harbour locations alone and carrying out inspections of harbour structures and structurally unsafe facilities poses a risk to personal safety.

The office work environment is characterized by occasional visits from angry, distressed and confrontational individuals or groups of people. The unpredictability of this type of working environment leads to stress and anxiety, as such disruptions affect imposed deadlines and client service and increases the possibility of verbal confrontations.

There is occasional exposure when confronting individuals or groups of people to carry out enforcement roles. This type of work leads to stress and anxiety, as often such individuals are agitated, threatening and confrontational, and pose the risk of physical harm.

The frequent use of finger and wrist muscles to enter data on a computer keyboard and produce correspondence, reports, environmental screening, and contribution documents, can cause muscular pain.

The external work environment is characterized regularly by exposure to angry, distressed, and confrontational individuals and groups at meetings, and during on-site visits to harbours. The unpredictability of this type of working environment leads to stress and anxiety as often such individuals or groups are agitated, threatening and confrontational, and pose the risk of physical harm.

RATIONALE — Program Officer

Position Number: 1046, 1047, 1048, 22172, 1056, 21019
Position Title: Program Officer
Branch/Division/Section: Small Craft Harbours
Region: Newfoundland
Location: Various
Supervisor: Area Chief
Supervisor's Position #: Various
Supervisor's Level: PM-05

Background:

The subject position (SP) was last reviewed in 1994, which resulted in reclassification of the position from PM-02 to PM-03.

Consultation with the Director, SCH, the three Area Chiefs and the six incumbents of the Program Officer positions (February 1, 2001) suggests that the job has changed significantly. While the core duties of the position remain substantially the same, responsibility has expanded in several areas coincident with the government-wide emphasis on issues such as Occupational Safety and Health, and, Environmental Protection. In terms of occupational safety and health, the SP is now responsible not only for ensuring that good safety practices, are followed (i.e. inspection) but that local stakeholders (i.e. Harbour Authorities, Harbour Masters, harbour users, etc.) adopt a proactive "safety culture". Influencing the existing attitudes requires persuasion, education and co-operation. The responsibility for safety, as well as maintenance, was previously delegated to PWGSC. In the area of environmental protection, Program Officers are now responsible for identifying, encouraging and fostering concepts such as recycling and "first response". Perhaps the area of greatest change in the Newfoundland Region, is related to the growing maturity of the Harbour Authorities concept. This concept was first introduced approximately 1991; however, it is only in recent years that it is realizing its' full potential. Harbour Authorities have grown in number to 143 and are expected to further increase to approximately 300.

The expanded Program Officer role dictates that incumbents serve as counsellor and advisor to Harbour Authorities in terms of strategizing appropriate harbour construction, maintenance and development, in consideration of competing interests for limited funding, feasibility of proposals from harbour users and communities, as well as environmental, economic, social and political consequences. The Program Officer then acts as liaison/advocate/negotiator/departmental representative for proposals, making verbal and written presentations to the Area Chief or to other government departments (i.e. ACOA, PWGSC, HRDC and Industry Canada) for funding and/or labour (Area Chiefs confirm that Program Officers have been delegated responsibility for direct negotiations with OGDs.).

In real terms, advice and counsel might take the form of:

- Recommendations/decisions to create a Harbour Authority in one community versus other contiguous communities, the effect of which is to draw marine/economic activity to the site as a result of the improved infrastructure, and, to create employment needed

to maintain that infrastructure. Such decisions are politically and economically sensitive in that communities compete for limited infrastructure;

- negotiating with other Branches of DFO to allow Harbour Authorities to adopt new/innovative initiatives such as contracting local fishers to place and remove aids to navigation, or, to acquire "spill booms" to allow members of the community to clean up small spills of hazardous waste - impact on employment, environment and limited departmental resources; or,
- recommending wharf extensions which allow larger/foreign vessels to use the harbour facilities, which in turn brings monies to the community, not only in terms of berthage fees, but also to local retailers (i.e. purchases of gas and supplies, repairs, hotels, etc.).

The foregoing examples are representations only, not an exhaustive list, of a wide variety of activities in which the Program Officer may be involved. The social and economic advantages to Newfoundland outport communities impacted by the loss of the Northern Cod fishery and the resulting out-migration of residents must be considered significant.

In the context of the PM Classification Standard, this expanded role increases the requirement for General Administration Knowledge, and results in a positive change to the Nature of Responsibility for the Contacts Factor.

Category Allocation:

Administrative & Foreign Service

Category definition (occupational groups engaged in planning, execution, conduct and control of programmes serving the public interest and the requirements of internal management in the Public Service of Canada); and Inclusion # 2 in that the SP is responsible for providing program support and advice related to the maintenance, operation and management of harbours.

No exclusions apply.

Group Allocation:

Programme Administration

Group definition (i.e. The planning, execution and control of programs directed toward the public) and Inclusion # 1.

No exclusions apply.

Knowledge	C2	224	
<ul style="list-style-type: none"> Program & Specialized Technical 			
<p>The work requires knowledge of a variety of acts and regulations including the Fishing and Recreational Harbours Act, Canada Business Corporations Act, Fisheries Act as well as the principles, practices and techniques relating to various rules and procedures i.e. budgeting, accounting systems, real property acquisition and disposal, leases, facility inspection and maintenance techniques and practices, construction methods, revenue generation and control, and assets management.</p> <p>> BM 28, District Licensing Administrator at degree B</p> <p>< BM 9, Advisory & Monitoring Officer at degree D, in that the BM requires knowledge of Excise Tax Act and regulations, Bankruptcy Act and various federal and provincial statutes to develop operational policies, directives and provide guidance to regions. A knowledge of revenue accounting and auditing techniques, systems, procedures and practices is required to develop/adapt systems and procedures in response to legislative changes.</p> <p>= BM 17, Benefit Programs Officer at degree C</p>			
<ul style="list-style-type: none"> General Administration 			
<p>The work requires knowledge of administrative procedures such as tendering, procurement, contracting for services, inventory control, computer operations and human resources practices to administer maintenance and service contracts and to provide advice and guidance to Harbour Authorities, Harbour Managers and Enforcement Officers.</p> <p>> BM 17, Benefit Programs Officer at degree 1, in that the BM only requires knowledge of financial authorities governing travel, printing and publications.</p> <p>< BM 2, Airport Manager, Victoria at degree 3, in that the BM requires knowledge of various administrative practices and procedures to manage the operation of a major airport, a staff of 34 through 3 subordinate supervisors and 21 contracted employees (who provide maintenance and security support).</p>			
Decision Making	B2	146	
<ul style="list-style-type: none"> Scope 			
<p>Decisions and recommendations are made with respect to maintenance, operations and management of harbours within established guidelines. Advice and guidance is provided to Harbour Authorities, area management and fishing industry stakeholders. Initiative and judgement are required to resolve disputes between Harbour Authorities and harbour clients over service and maintenance issues and to intervene in the operation of Harbour Authorities in cases of non-compliance with the terms and conditions of their agreement.</p> <p>> BM 28, District Licensing Administrator at degree A</p> <p>< BM 2, Airport Manager, Victoria at degree C</p> <p>= BM 17, Benefits Program Officer at degree B</p>			
<ul style="list-style-type: none"> Impact 			

<p>Decisions and recommendations impact on the effectiveness of harbour operations and the levels of service to harbour users in the area.</p> <p>< BM 8, Chief, Passenger Terminal Operations at degree 3</p> <p>= BM 17, Benefit Programs Officer at degree 2</p>			
Operational Responsibility	C	40	
<p>The work requires assessing the effectiveness of harbour operations, providing advice and guidance to Harbour Authorities, identifying areas of concern and providing training when necessary. It also involves recommending procedural and policy changes to the Area Chief or SCH Regional Managers when appropriate.</p> <p>> BM 28, District Licensing Administrator at degree B</p> <p>< BM 14, Regional Manager, Investigation and Control at degree D</p> <p>= BM 17, Benefit Programs Officer at degree C</p>			
Contacts	3	110	
<p>The SP consults with fishing industry stakeholders, officials of other government departments and with public clients to interpret and explain policies, to exchange information and to negotiate agreement and cooperation on sensitive political, economic and social issues.</p> <p>> BM 28, District Licensing Administrator at degree 2</p> <p>< BM 7, Tariff Classification Policy Specialist at degree 4, in that the BM has contact with business and trade associations to solicit their cooperation in order to develop Customs policy; with officers of the Department of Finance to negotiate new and amended tariff legislation and interpretations of considerable significance to Canadian industry; and, with Canadian and foreign manufacturers, importer and trade associations to determine the affects of new tariff items and ensure their feasibility prior to developing Regulations and guidelines for the implementation of changes to Customs legislation.</p> <p>= BM 2, Airport Manager at degree 3.</p>			
TOTAL	520	PM-04 (501 - 610)	

Rationale prepared by Fitzpatrick Consulting

**WORK DESCRIPTION**

13665
J. Kelly

13671r2**Business Manager****Department/Agency:** Department of Fisheries and Oceans**Section:****Division:****Branch:** Small Craft Harbours**Geographic location:****Security clearance:****Language requirements:** English Essential**Departmental use:** Sample 145-Reg Mod/Dec 20157, Last Updated 2001-7-18 (Pos 13665-13674 20612 27261 27262)**Immediate supervisor:****Version:** Final **Date last updated:** 2001-8-31**Classification:****Effective Date of****Decision:****Model identifier:****Client-Service Results**

Implementing program and policy initiatives to various fishing industry stakeholders and the general public with respect to the management of harbours.

Key Activities

- Implements national and regional policy, procedures, management and budgetary control for a system of commercial fishing and recreational harbours.
- Provides extensive training and business advice to incorporated harbour authorities and appointed

harbour managers.

- Negotiates, drafts and recommends for approval commercial and harbour authority leases, subleases and lease amendments.
- Negotiates and approves individual harbour authority business plans, budgets and financial statements and provides specific advice regarding business proposals for projects.
- Manages and coordinates a construction program.
- Conducts, initiates and assists in the coordination of the divestiture and privatization of recreational and commercial fishing harbours not intended for harbour authority management.
- Controls management and enforcement activities associated with the operation of real property and facilities.
- Identifies, coordinates and recommends the acquisition of real property that is required for management and operation of commercial fishing harbours, as well as to make harbour property marketable for divestiture.

Employee's statement:

I have been given the opportunity to comment on this work description.

James G. Kelly 29/02/02
Employee's signature Date

Supervisor's statement:

This work description accurately describes the activities and demands of the position.

[Signature] 16/01/02
Supervisor's signature Date

Authorization:

W. J. W. Aldie Jan 14 02
Manager's signature Date

Work Characteristics

Responsibility

(1) Information for the Use of Others

Provides information and advice to various fishing industry stakeholders, the general public and harbour managers with respect to the Small Craft Harbours' program and policies to assess the impact and to develop options for future harbour management. This often involves explaining complicated policies, procedures, and standards which involve transforming information into alternate means in order that it can be fully understood by a varying audience.

Researches and analyses present harbour information and provides advice to the Area Chief to assess the impact and feasibility of various harbour management options. Makes specific recommendations that can affect the livelihood of individual users and coastal communities.

Provides MANAGERIAL AND OPERATIONAL advice and disseminates information to incorporated Harbour Authorities, and assists harbour authorities and federally appointed harbour managers in developing PROCEDURES AND ASSISTING HARBOUR AUTHORITIES in such matters as preparation of project proposals, business planning, revenue generation, financial and resource planning and management, tax provisions and reporting requirements, property management, legal and enforcement issues, environmental practices and compliance, liability insurance, legislative obligations, technical matters such as construction standards, specifications and methodologies, and administrative matters such as tendering, procurement, contracting for services, inventory control, computer operations and human resource practices to ensure successful operation and economic sustainability.

Gathers, synthesizes, and produces background and site specific information used by the Area Chief in preparing draft ministerial correspondence from a complex variety of information for the Ministerial Correspondence Unit in order to answer specific inquiries directed to the Minister's office. Elaborates on particular issues and conflicts that are politically sensitive and transforms information into concise terms, and in the appropriate tone sought by the Minister, to explain and defend government programs and policies to the Canadian public.

Researches socio-economic and environmental background information and produces environmental assessment reports for projects in accordance with the Canadian Environmental Assessment Act. The reports are made available for general public perusal and critique through the national habitat tracking referral system. Has delegated authority to make decisions to sign-off and approve environmental ratings for minor works projects and property leases and is accountable to the Minister and the general public for such decisions.

Provides general technical advice and assistance to individuals, appointed harbour managers and groups on minor construction and repair projects being considered for structures leased by the Department to incorporated harbour operators, but still under federal ownership. This can involve breaking down complicated construction and permitting processes into simpler step by step operations, as is necessary to ensure individuals and operating groups, have the knowledge and skills they require to successfully complete projects to established regulations, codes, and standards. Provides leadership to HA groups in preparing detailed project submissions which conform to established format and provides the HA with the best chance for funding approval.

(2) Well-Being of Individuals

There is no specific requirement for this.

(3) Leadership of Human Resources

HARBOUR AUTHORITY DEFINITION: A HARBOUR AUTHORITY IS AN INCORPORATED NON-PROFIT GROUP, SEPARATE FROM DFO, WHOSE PRIMARY FUNCTION IS TO MANAGE AND OPERATE SCH FACILITIES LEASED TO THE HARBOUR AUTHORITY FOR A DEFINED PERIOD, USUALLY 5 YEARS. OWNERSHIP OF THE PROPERTY AND FACILITIES REMAINS WITH THE FEDERAL CROWN.

PARTICIPATES AND ASSISTS IN THE COORDINATION OF branch participation in multi-disciplinary groups involving federal and provincial government agencies, working groups, project teams and various client groups to provide information on harbour authority programs and policies, and to develop overall management and business plans for harbour authorities.

PROVIDES ADVICE TO incorporated Harbour Authorities in human resource planning including the recruitment of volunteers, students and employees, and consultants required to support the Harbour Authority program. This includes developing work plans and priorities, proposing terms of reference, evaluating performance and creating alternate plans to accomplish objectives.

Leads Harbour Authorities in business planning, environmental management planning, project proposal formulation, financial management, harbour operations and other management practices to ensure their long-term viability and success.

Provides initial and ongoing training of harbour authority directors and members on such matters as corporate structure and bylaws, business, legal, real property and administrative matters associated with the operation of a Harbour Authority. THIS RESPONSIBILITY IS SHARED WITH REGIONAL STAFF.

Assists the Area Chief and participates in multi-disciplinary project teams consisting of intergovernmental personnel, private consultants and client groups for environmental assessment, design, implementation and management services for a variety of major construction projects, includes proposing and developing terms of reference, negotiating consultant fees, approving contracts, providing ongoing monitoring, and reviewing standards.

Leads and co-ordinates Harbour Authorities in the development of their Environmental Management Plans, approves plan and provides ongoing monitoring to ensure compliance with federal regulations and policies.

Leads, assigns and directs the work of Public Works and Government Services staff, private consultants, client groups and other contractors involved in construction and maintenance projects. This involves leading and providing direction on project deliverables, direction on timing and alternatives for project implementation, direction on acceptance of work, direction on changes to the scope of work to be undertaken and organization and chairing of discussions to resolve project issues. This activity is not shared for projects up to \$15K and is shared with the Area Chief for projects in excess of \$15K.

Assists regional staff and the Area Chief in the initial training of new persons in the organization on such matters as corporate structure, administrative practices, business, operational and legal issues associated with the Small Craft Harbours program. This is a shared responsibility.

Provides management and operational guidance to incorporated recipient groups that propose to assume responsibility and eventual ownership of federal harbours formerly under government jurisdiction. Plans and establishes self directed work teams consisting of interdepartmental representatives to assign divestiture projects. This is a shared responsibility.

(4) Money

BUDGETING:

As a responsibility centre manager, manages, plans and budgets for a construction program as well as an operations and maintenance budget. Provides financial advice and makes recommendations for prioritization of projects, including cost benefit and risk analyses. The incumbent has considerable latitude and flexibility to arrange and manage financial resources to most successfully impact on program deliverables within the area of responsibility.

Participates in area budget preparation and management including providing recommendations for the area Small Craft Harbours' budget, providing financial advice and making recommendations for prioritization of projects, including cost benefit and risk analyses. Plans and budgets for the allocated harbour operation and maintenance budget of the Small Craft Harbours' program. On an ongoing basis monitors status, reallocates funds within budget to compensate for changes, and conducts financial planning, forecasting and reporting. Has considerable latitude to allocate and reallocate funds from one project to another or between harbours.

Provides MANAGERIAL AND OPERATIONAL advice and recommendations to private incorporated harbour authorities, federally appointed harbour managers and recipient groups on preparing and managing operational budgets to ensure their successful operation AND long term sustainability.

MANAGING MONEY FLOW:

Determines and negotiates commercial lease and licence annual rents with private commercial operators based on Treasury rd guidelines and market value appraisals. Monitors and tracks commercial leases and licences issued and payments received, advises the responsibility centre on outstanding accounts and recommends the appropriate action including enforcement and writing off debts. Assists harbour authorities in soliciting financial contributions from other Federal, Provincial, Municipal and private sources for cost-shared projects with private incorporated harbour authorities and recipient groups. Provides ADVICE AND recommendations to private incorporated harbour authorities and recipient groups on devising a service fee schedule, determining commercial sub-lease and licence annual rents, and collection of accounts based on specific site and local market conditions and knowledge of other harbour operations, and to reduce the demand on the Small Craft Harbours program budget.

SPENDING:

Is a responsibility centre manager with full signing authority to allocate funds among line objects and manages construction and an operations and maintenance budget. Identifies, tenders, awards and administers all maintenance and service contracts within allocated budget. Is accountable for expenditures associated with a broad range of activities relevant to harbour management and the operating and administrative resources required to manage the Harbour Authority Program including sole source authority in dealing with harbour authorities. Has freedom to reallocate funds within financial authority and in compliance with Treasury Board guidelines. Identifies, tenders, awards and administers contracts within allocated budget., verifies goods and or services are received and processes progress claims and final invoices. PARTICIPATES AND PROVIDES RECOMMENDATIONS on the real property acquisition budget for the portfolio of harbours. Commits funds and recommends paying funds in the form of grants and contributions and joint project agreements. Purchases goods and services using government credit cards and accounts for all expenditures. Provides advice and recommendations to private incorporated harbour authorities and recipient groups on tendering and contracting for goods and services, as well as processing claims and invoices and auditing requirements. THIS IS A SHARED RESPONSIBILITY.

(5) Physical Assets and Products

Operates and maintains real property, harbour infrastructure and related equipment used by the commercial fishing stakeholders and the public in harbours that are still managed directly by Small Craft Harbours. These assets are extremely valuable and very difficult to replace due to budget limitations and program inflexibility due to commitments to other projects. Safety of harbour users and clients using harbour facilities is of utmost concern to the branch.

Takes temporary custody of, and protects seized equipment, vehicles and vessels, gathered by branch during enforcement actions and investigations, to be used by the Crown during prosecution. This property becomes the responsibility of the branch, cannot be replaced, and is used in court as evidence.

Operates, maintains and cares for assets included in own work such as a personal computer, cellular telephone, office furniture, cameras, files, supplies, and software. These assets are not used by other staff and can be replaced, but at a considerable cost to Small Craft Harbours.

(6) Ensuring Compliance

As an enforcement officer pursuant to the Fishing and Recreational Harbours Act and Regulations, conducts routine inspections of harbour usage including that of fishers, commercial operators, lessors, and the general public to ensure compliance with regulations related to real property and environmental issues, in order to ensure the safety of the harbour users general public and to protect the environment. Compliance and enforcement activities are performed by examining a wide range of various options and statutes available to determine the most appropriate course of action. Duties require examining; complaints, taking evidence, issuing warnings and recommending whether to pursue prosecution, and providing sworn testimony. Responsibility is shared. conducts on-site audits and evaluations of Harbour Authorities' business and real property management practices to ensure compliance with the Canada Business Corporations Act and the Small Craft Harbours' lease in order to protect the interests

of general public and fishing industry stakeholders in terms of safety and providing nondiscriminatory public access. negotiates compliance schedules and implementation, among a wide number of options available, for violators using own government, precedents and established practices. Consults with supervisor regarding difficult situations.

Conducts on-site audits and response to public complaints pertaining to recipient groups to ensure compliance with the covenants associated with the transfer of real property under the devolution program in order to ensure nondiscriminatory access and that the transferred assets continue to be operated in accordance with the conditions of the transfer agreement. Negotiates compliance schedules and implementation among a wide number of options available for violators using judgment, precedents and established practices. Responsibility is shared.

Skills

(7) Job Content Knowledge

Knowledge of inter-personal communication and negotiation principles, accompanied with problem solving techniques and an ability to analyze complex issues and develop innovative and viable solutions, is required when investigating problems and advising privately incorporated harbour authorities on organizational alternatives, property management and facility development options, business, legal, financial and construction issues

Knowledge of principles, practices, and techniques of leadership to effectively provide and coordinate the efforts of diverse ups towards common goals.

Knowledge of enforcement including investigative techniques and legal processes associated with the application of the Fishing and Recreational Harbours Act and Regulations, maritime, contract, tort and common law is required to carry out enforcement duties, investigate claims against the Crown and to provide specific advice to Harbour Authorities, the general public and management on land control and enforcement issues.

Knowledge of the principles and practices associated with real property management as it relates to custodial Federal property, including legal, administrative, and management techniques, procedures, and responsibilities is required to effectively operate harbours and to provide specific advice to Harbour Authorities.

Knowledge of real property acquisition and disposal methods including legal and property terminology; methods and procedures and the ability to read and interpret survey plans, deeds and descriptions in order to address client and legal requirements for management of harbours and implementation of construction projects.

GENERAL Knowledge of environmental assessment responsibilities and techniques, development and use of safety plans and environmental management plans, harbour standards, regulatory requirements,

1. Quality inspection techniques and construction methodologies, including the ability to read and interpret construction drawings and specifications in order to analyze complex situations and provide specific advice to Harbour Authorities, management, contractors, consultants and regulatory agencies. Knowledge of project management, planning, implementation, critical time line analysis, negotiation approaches, and report writing to manage a construction program is also essential to the successful operation of a system of harbour authorities.

Knowledge of principles, practices, authorities, and accountabilities of financial management including processes for budgeting, forecasting, cost benefit analyses, business planning, cost recovery, managing money flow, and conducting expenditures to provide advice to Harbour Authorities and to exercise financial control over allocated budget.

GENERAL Knowledge of financial audit procedures, standards and reports to provide input into and assist in reviewing audit activities.

Requires knowledge of computer software, the internet and data entry programs, including Microsoft Word, Powerpoint, Excel, Explorer electronic mail, National Oracle databases including ABACUS, FRMS, HRTS and SIP in order to gather information, prepare correspondence, produce reports and input data.

(8) Contextual Knowledge

WORK UNIT

Extensive Knowledge of the mandate and priorities of Small Craft Harbours' related to the reduction of operating expenditures through partnerships or devolution exercises and new business arrangements with clients through the Harbour Authority initiative. Knowledge of respective roles of national and regional staff on all management and operational issues is important in developing effective working relationships, selecting the best course of action, and providing a unified approach to issues. Knowledge of investigative techniques to ensure enforcement and evidence gathering procedures are conducted correctly and legally. Knowledge of the media, their interests and unit protocols to ensure accurate information on the activities of the unit are presented accurately and professionally. Knowledge of collective agreements, travel directives, standards, procedures, guidelines and unit culture to provide leadership to staff. Knowledge of inventory control and accountability standards to ensure asset utilization is managed and used for its intended purpose.

DEPARTMENT

Knowledge of the culture, values, organization, mandate, policies, programs and objectives of the department, in support of the departmental vision and oceans strategy initiative in order to provide informed advice and recommendations to Harbour Authorities. Knowledge of departmental policies and contacts and points of reference is required in order to understand a best course of action and how it will impact on the Small Craft Harbours' mandate and program initiatives. Knowledge of the interaction between branches such as finance, communications, personnel, informatics, contracting, habitat management, and their advisors and directors to ensure contact is made with the person(s) responsible for any particular component of an initiative to ensure information is received in a timely

Manager.

OTHER DEPARTMENTS

Department of Public Works and Government Services Canada (PWGSC) to understand their role in the disposal of federal government real property to ensure compliance with Treasury Board guidelines; Department of Environment (DOE) to understand the various environmental acts and regulations and to understand and support the role and responsibility of SCH in adhering to environmental legislation, particularly related to land management; Transport Canada, Harbours and Ports directorate, to understand the linkages between its mandate to manage and operate federal commercial ports and the SCH mandate to establish a cooperative working relationship particularly as relates to the operations of harbours with shared jurisdiction. Indian and Northern Affairs Canada (INAC) to understand its mandate and role relevant to associated land claims and real property issues in respect to aboriginal communities. This knowledge is particularly significant to the SCH program in respect to the management and disposal of federal real property at harbours that may be the subject of land claims or related treaties with aboriginal groups; Human Resources Development Canada programs to access financial and human resources to assist in furthering the aims of Harbour Authorities through the development of partnership arrangements. This knowledge is essential in providing the best advice, recommendations and direction to all harbour users in areas where each of these agencies are involved and decisions have to be made on a best course of action on many management issues.

CANADIAN PRIVATE AND OTHER PUBLIC SECTORS

Knowledge of the roles, responsibilities, and programs of Provincial Departments and Municipal units and officials to provide assistance and consultation on the Harbour Authority and divestiture initiatives. Knowledge of the political, cultural, and socio-economic status of the communities in the assigned portfolio to facilitate in the planning for the implementation of the Harbour Authority or divestiture initiatives, and for ongoing service delivery. Knowledge of local politicians, special interest groups and the identity of community leaders to seek and provide consultation on policy issues. Knowledge of the trends and developments in the fishing industry that will impact of the Small Craft Harbours' initiatives, and in order to forecast changes in the management options and levels of service required for commercial fishing harbours.

LEGISLATION / REGULATIONS

Knowledge of the content and underlying principles and intent of the following Acts and Regulations, as they apply to management and operation of real property and facilities, and to be able to minimize risks and to formulate a due diligence legal defense in the event of prosecution for violations of specific statutes and against civil suits:

Fishing & Recreational Harbours Act And Regulations and the Federal Property Traffic Act to manage, to ensure health and safety of harbour users, provide advice to lessees and Harbour managers and users, to implement construction and repair projects, and to acquire and divest property.

Canada Business Corporations Act (Part 2) to ensure compliance under the Act by the Harbour Authorities to maintain their legal incorporation entity and ensure that the necessary reports and documentation is received from the Harbour Authorities.

Provincial and territorial acts, regulations, policies and procedures governing environmental protection and habitat management to ensure compliance of harbour transfer and management activities.

Financial Administration Act to ensure compliance of lease agreements, real estate transactions, construction and surveying projects, procurement, invoicing and expenditure procedures.

Federal Real Property Act and Regulations to conduct, monitor and evaluate land acquisition, leasing and disposal.

Federal and provincial legislation, property law, contract law and leasing procedures to ensure that transactions are appropriately managed in their respective jurisdictions.

Federal and provincial legislation and agreements governing transfer of lands, resources and programs to First Nations to ensure that SCH agreements are in compliance.

Federal laws governing environmental protection, enforcement and the safe and responsible operation of harbours (e.g., Navigable Waters Protection Act, Canada Shipping Act, Canadian Environmental Assessment Act, Environmental Protection Act, Harbours and Ports Act, Public Works Act) to manage operations, and to ensure that the Crown's interests are defended in construction and real estate transactions.

(9) Communication

COMMUNICATION OUT:

Presentation and public speaking skills are required when articulating policy information, reports, and recommendations to fishing industry stakeholders and public clients. This often requires interpreting policy in order to present arguments and dissuade individual biases as well as explaining and altering specialized legal and technical terminology so that it can be fully comprehended by various audiences.

Verbal and presentation skills are required to negotiate leasehold interests with incorporated groups and commercial operators. This requires skill in interpreting Treasury Board guidelines and explaining specialized legal terminology in order that information can be fully comprehended by the lessee. This requires skill to negotiate and persuade the lessee with respect to specific clauses in the lease, lease boundaries, and lease rates.

Writing skills are required to prepare correspondence to clients and to prepare various reports, draft background and site specific information necessary for ministerial correspondence and fact sheets. This requires skill in interpreting information and explaining complicated and sensitive issues.

Verbal skills are required to present the assigned functions in wide ranging consultations with client groups, regional officials, and other government departments to explain policies, priorities and activities, negotiate issues, obtain input and gain agreement and cooperation to handle sensitive situations. Depending on the client groups, the message must be altered and simplified in order to be understood and effective.

COMMUNICATION IN:

Active Listening skills to interpret body language, tone of language and other non-verbal communications, recognizing the different meanings these have for persons of different cultural origins and on the basis of the circumstances in which the information was provided, to understand the intent and the complexities of the message being transmitted by people with whom the individual must interact within the Department., clients, fishing industry representatives, service providers, other governmental organizations, and non-governmental organizations in developing networks and partnerships to provide quality client services. Due to the complexity of the message and terminology, the emotional and confrontational circumstances and environment in which interactions evolve and the variety of audiences, an understanding of the implicit component of the message is as important to the meaning of the message as the explicit component. Observation skills to read between the lines when conducting public information sessions and to adjust delivery to the respective mood of the audience.

Reading and interpretive skills to gather and synthesize key information from legislation, departmental policies and directives, contracts, surveys, leases, complex and ambiguous common law, legal documentation and then presenting information in a format and terminology that can be easily understood and utilized by the staff, general public, Harbour Authorities, organizations, clients, and community representatives, to promote comprehension and awareness and to ensure that the requirements for the development, management and enforcement of the SCH program is understood. Reading skills to digest information and demands from groups or individuals and review proposed responses to ensure that they contain accurate information.

Listening and interpretation skills are required when receiving information and feedback from industry representatives, the Area Chief, colleagues and contractors in order to retain salient points, synthesize information on complex issues, and gauge underlying intentions.

(10) Motor and Sensory Skills

In the course of travel and enforcement duties, there is a requirement for dexterity and coordination to embark and disembark vessels, and land vehicles while carrying equipment, and to inspect harbour infrastructure.

Manual dexterity and coordination skills are required for the daily operation of a computer keyboard in the preparation of correspondence, reports and inputting data. Dexterity is required to operate other office equipment such as photo copiers, fax machines and cellular telephones.

Effort

(11) Intellectual Effort

UTILIZING strategies, practices and approaches to govern the negotiation and consultative processes with fishing industry stakeholders and the public involved in the implementation of the Harbour

Authority policy. The work is performed under departmental time line pressures to achieve imposed goals, involves dependence on other government departments and agencies, client pressures for information, conflicting stakeholders interests and changing policy interpretations.

Analyzing the associated business and operational plans of the established Harbour Authorities to evaluate their effectiveness from a management, operational, business, and legal perspective and directing corrective measures through consultation or direct intervention. This work is performed under time line pressures imposed by the department, individual biases against the department, and client reluctance to change to comply with directives.

Negotiating the resolution of differing interpretations as they arise in the administration of harbour authorities, including enforcement procedures, data collection, and collection of revenues from fees and services. The work is performed without the benefit of established practices and precedents and without the availability of human resources required to meet imposed goals and deadlines.

Intellectual effort must be applied in the management of a construction program to analyze requirements for program expenditures, prioritize project requests for funding, and for the preparation of project proposals. The work is performed under time line pressures imposed by the department and clients, weather and climatic conditions, and the dependence on other government departments and agencies. There is a constant requirement to analyze an on-going number of project requests, seek or create solutions from a large number of options, and to make unbiased funding decisions with limited program funding.

Managing a minor construction program under tight work schedules, funding pressures and ever increasing service demands can be quite complicated when consideration must be given to construction standards, available working season for marine projects, developing environmental requirements, as well as concerns and priorities of other federal and provincial regulatory agencies. In addition, fishing seasons, quotas, vessel and gear types must be fully understood to meet client needs. The analysis of this information is complex and time consuming and the incumbent is required to develop construction options taking all these concerns into account. This is further complicated by a natural resistance to accept anything new or of a different standard than clients have been used to in the past.

UTILIZING strategies and options unique to each situation in order to conduct sensitive negotiations with client groups regarding the short and long term development, management and divestiture of real property. The work is performed under departmental time line pressures to achieve imposed goals, dependence on other government departments and agencies, client pressures for information and legal interpretations, conflicting stakeholders interests, and negative public opinion against overall government fiscal restraint and downloading policies.

(12) Sustained Attention

The work requires long periods of sustained attention when operating a motor vehicle in order to concentrate on the road while driving. There are frequent interruptions with calls from cellular telephones which increase the risk of accidents. This work takes up to twenty percent of the incumbent's time on an ongoing basis, due to the geographic size of the area of responsibility.

The requirement to maintain attention while attending public and internal business meetings as a leader and participant requires sustained attention to comprehend and interpret information and to contribute effectively to a variety of complex initiatives and concerns. These activities consume twenty five percent of the available time.

The requirement to read, comprehend and respond to a variety of correspondence demanding different levels of interpretation and levels of response, consume twenty five percent of the available time.

(13) Psychological/Emotional Effort

Psychological/emotional effort is needed to remain impartial and composed when dealing with conflicts and disagreements in discussions with Harbour Authorities, community representatives, user groups and contractors to obtain and exchange information regarding operational issues or enforcement and safety incidents. Due to the sensitivity of the commercial fishing industry, sometimes emotions can run high and there is little or no control over the number of clients, duration and frequency of incidents or how individuals choose to express their emotions. Enforcement activities can be very sensitive and may result in a very emotional or hostile reaction and interaction from those involved. Where clients believe that their livelihood is being threatened, there are strong emotional reactions and persons tend to act first and think of the consequences later. Every incident must be assessed independently and the incumbent has no way of predetermining public or individual reaction to enforcement interventions. Diplomacy is required often to deflect criticism directed at other programs and to avoid disclosing confidential information.

Psychological/emotional effort is required to deal factually and promptly with sensitive, highly political and controversial issues relating to the development, management and enforcement of the Small Craft Harbours program and to respond to questions presented by representatives of industry related organizations or their legal representatives who have concerns with decisions rendered and other issues, and to explain and defend political and departmental direction, policies and regulations. In many instances, the information that the incumbent is dealing with is very politically sensitive. The interaction with Harbour Authorities, fishing industry representatives, project committees, partners and stakeholders, task groups or individuals creates considerable psychological and emotional pressure due to strong and varied points of view and opposing positions. Individuals making requests in person or by telephone, or in reaction to information provided that is in opposition to their position, can become hostile, abusive, threatening, or very emotional; under these circumstances, it is necessary to keep a professional composure, be empathetic but not become emotional, and bring the issue and conversation to a fruitful resolution. Considerable judgement is required to assess and analyze situations and quickly respond with appropriate solutions to address issues, which causes psychological pressure.

(14) Physical Effort

On a daily basis, the work involves long periods of sitting to read a variety of hard copy and electronic information, to operate a personal computer and to analyze problems and offer suggested solutions.

On a frequent basis, the work involves visiting harbour locations where construction activity is

occurring, climbing on and off vessels, wharves and harbour facilities to carry out facility inspections. This requires the provision of protective and safety equipment including safety boots, life jackets, gloves and hard hats.

There is a weekly requirement to attend meetings and stand for long periods of time in directing discussions or to sit for extended periods recording information.

There is a frequent requirement to visit remote harbour locations and communities to attend meetings. This involves prolonged periods of driving alone and sitting in one position, as well as a requirement to travel on helicopters, small planes and vessels.

The work requires stamina and concentration to work extended and irregular hours to meet operational demands and accommodate client needs.

Working Conditions

(15) Work Environment

Psychological Work Environment:

The work is performed in both an office and external environment. There is a continuous requirement to deal with imposed deadlines from the completion of reviews, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, and politically sensitive issues associated with programs and policies.

The work involves attending on site meetings at many varied locations with community groups, Harbour Authorities, and the general public several times a week, many of which are of a sensitive nature and pose a requirement to deal with angry, distressed, and confrontational people in enforcement situations.

Physical Work Environment:

The work involves continuous exposure to noise and frequent interruptions from staff, callers, and visitors, as well as exposure to glare from computer monitors during long periods of keyboarding. The on site work involves continuous exposure to harbour and construction sites. The on site work involves continuous exposure to inclement weather, extremes of heat and cold, dust, fumes and noise. Occasionally there is a requirement to climb ladders, board vessels and walk over rough terrain in all weather conditions. There is a requirement to wear safety and protective clothing when visiting construction sites and inspecting harbour facilities.

There is a frequent requirement to work unpredictable and uncontrollable hours to deal with time lines imposed by third party meetings and/or locations. The work involves attending occasional meetings in sometimes remote harbour locations. Many incidents result from extreme weather conditions and must be inspected and resolved during the event.

The work requires extended periods of driving alone, and in all weather conditions, both day and night.

(16) Risk to Health

Repeated travel on a weekly basis involves driving a vehicle for extended periods of time, often to remote locations during inclement weather and on sub-standard road conditions, causes muscular pain in the back and shoulders, eye strain and fatigue and increases the risk of highway accidents.

Daily exposure to continuous meetings and phone calls, imposed deadlines, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, politically sensitive issues, and uncontrollable hours cause high stress levels that can lead to severe psychological and physical problems.

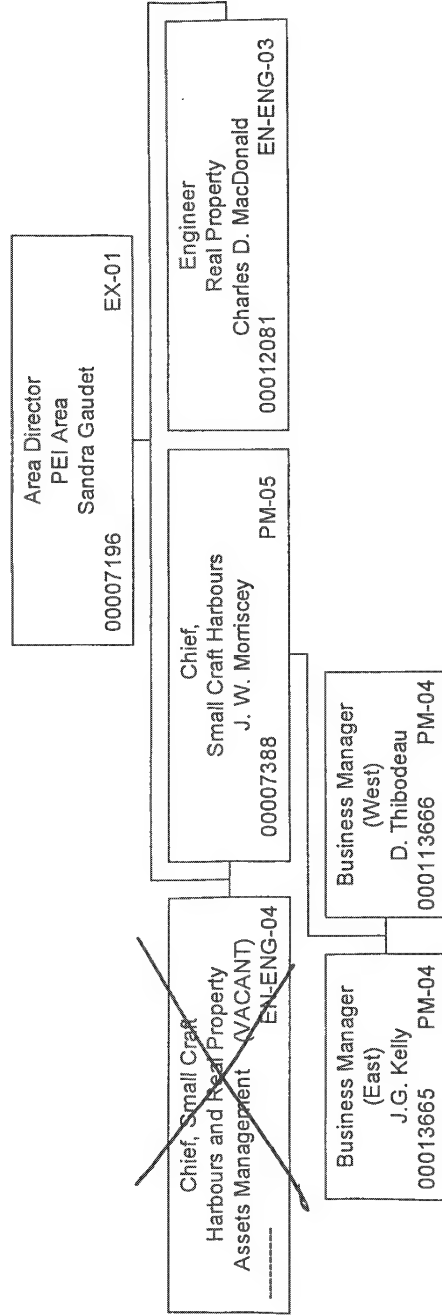
Visiting remote harbour locations alone and carrying out inspections of unsafe and derelict harbour infrastructure poses a risk to personal safety.

The office work environment is characterized by occasional visits from angry, distressed and confrontational individuals or groups of people that sometimes take over the office for extended periods of time. The unpredictability of this type of working environment leads to stress and anxiety, as such disruptions affect imposed deadlines and client service and increases the possibility of physical confrontations.

There is occasional exposure when confronting individuals or groups of people to carry out enforcement roles. This type of work leads to stress and anxiety, as often such individuals are agitated, threatening and confrontational, and poses the risk of physical harm.

The frequent use of finger and wrist muscles to enter data on a computer keyboard and produce correspondence, reports, environmental screening, contribution documents, can cause muscular pain.

PEI Area



Sandra Gaudet
Sandra Gaudet,
Area Director, Prince Edward Island Area
Date: Jan. 10, 2002

Boudreau, Mireille

From: Boudreau, Mireille
Sent: Monday, December 17, 2001 2:02 PM
To: Hartinger, Lisa

Ch' town OK

Importance: High
Sensitivity: Confidential

#1. Please pull the following 2 positions files, and set them aside with this email, as we will very soon be processing:

- changes in reporting relationships
- positions reclassifications PM-03 to PM-04:

<u>Vacant (ongoing competition):</u>	<u>Region:</u>	<u>New reporting Relationship to:</u>
27261	Maritimes	ENG-04 27831 Mike Britten (AD's Office org, Sydney, NS)
27262	Maritimes	ENG-04 27840 Vacant (AD's Office org, Yarmouth, NS)

The changes in reporting relationships and the position reclassifications are effective retroactive to the date that these Business Managers positions were created.
"AD" stands for "Area Director".

#2. Please pull the following 11 position files, and set them aside with this, as we will very soon be processing:

- changes in reporting relationships
- positions PM-03 to PM-04 reclassifications
- incumbent PM-03 to PM-04 reclassifications

<u>Incumbered posn:</u>	<u>Region:</u>	<u>Incumbent:</u>	<u>New reporting Relationship to:</u>
13665 13667	Gulf	A. Noel	ENG-04 27838 Vacant (AD's Office org, Tracadie, NB) -
- 13665	Gulf	J. Kelly	Stays PM-05 7388 Morrissey (AD's Office)
org, Ch'town, PEI)			
- 13666	Gulf	D. Thibodeau	Stays PM-05 7388 Morrissey (AD's Office)
org, Ch'town, PEI)			
- 13668	Gulf	R. Duplessis	ENG-04 27838 Vacant (AD's Office org, Tracadie, NB) -
- 13669	Gulf	J. Garnett	ENG-04 27832 Vacant (AD's Office org, St. Andrews, NB) -
- 13670	Gulf	T. Chiasson	ENG-04 27839 Vacant (AD's Office org, Antigonish, NS) -
- 13671	Gulf	P. MacDonald	ENG-04 27839 Vacant (AD's Office)
org, Antigonish, NS)			
- 13672	Maritimes	W. Hall	ENG-04 27840 Vacant (AD's Office org, Yarmouth, NS) -
- 13673*	Maritimes	A. Sweeney	ENG-04 27840 Vacant (AD's Office org, Yarmouth, NS) -
- 13674*	Maritimes	W. Newman	ENG-04 27831 Mike Britten (AD's Office org, Sydney, NS) -
- 20612	Maritimes	W. Malloy	ENG-04 27840 Vacant (AD's Office org, Yarmouth, NS) -

(*I have 13673 and 13674 with me already.)

#2 is effective April 1, 2001.

Note to file: It was agreed that the 2 Bus. Mgr. positions will be reclassified PM-4 along with their w/leagues, despite the delays in implementing the ENL-04 position in (Ch' town, PEI). Delays to avoid further situation, which should be resolved in a meeting.

SPECIAL NOTE:

- We do classification actions for positions in the Gulf. You will be co-ordinating with our counterparts in the Gulf (Moncton, NB) - Patricia Gaudet is the HR Advisor 506-851-6960 (I can't recall her assistant's name). If the position files for the Gulf positions are not in our file room, they are likely with Pat in Moncton. We can still do the work from here and just send Pat the paperwork to file. We should co-ordinate with Pat of course.**
- When we do this work (#1), I would like all the paperwork to be on each & every of the relevant position files ok. I'm putting the paperwork together, and we can get together**

DeForest, Janice

From: Beaubien-MacLean, Marguerite
Sent: Friday, November 23, 2001 11:28 AM
To: Hanlon, John; vanHelvoort, Gus; Rose, Carol Ann (FHM); Surette, Tim; Boucher, Rheal; Gaudet, Sandra; MacDonald, Roddie A
Cc: Boudreau, Mireille; Langille, Michelle; Gaudet, Patricia; Theriault, Serge; Colbert, Anne; DeForest, Janice; Smith, Heather
Subject: SCH Business Manager

As per Serge's e-mail to you of last week, the following is to confirm that the SCH Business Manager position will be reclassified PM-04 (based on relativity with Nfid). We have the HR request, but no signed WD's nor org charts. The org charts submitted with the request show the positions reporting to the old PM-05 and were unsigned. These need to be updated.

As for effective date, my understanding is that April 1 2001, is the suggested date, which coincides with the creation of the ENG-04 positions. (Given the changing role of the Chiefs - ENG -04, Serge put a case forward that the Business Managers now have a greater role and responsibility in negotiating with Harbour Authorities.).

We need confirmation of the effective date, signed WD's and org charts before proceeding with the reclassification of the positions. As well, please advise if any language or security requirements are to be changed. Once documentation received, TB 330's will be issued, with changes in reporting relationships amended, where required. As for the reclassification of the incumbents, we need a SOQ; however, in consultation with Mireille, suggest you use the SOQ that had been developed for the staffing of the vacant Business Manager and provide a written statement that incumbent meets all of the requirements as identified on the SOQ.

For any additional information, **please contact Mireille for Maritimes and Patricia for Gulf**. Mireille will look after the reclassification of all positions (Maritimes and Gulf) and the reclassification of the Maritimes region incumbents, while Patricia will look after the reclassification of the Gulf region incumbents. Old Chief PM-05 positions will be deleted once they are permanently vacated (do not show these on your org charts, exception PEI maybe).

Thank you for your patience...

Marguerite Beaubien-MacLean
Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Beaubien-MacLean, Marguerite
Sent: Wednesday, September 12, 2001 1:34 PM
To: Hanlon, John
Cc: MacDonald, Donald; Leblanc, Marie; Gaudet, Patricia; Theriault, Serge; Girouard, Maurice; Reedie, Penny; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheal; Gaudet, Sandra; Surette, Tim
Subject: RE: Job Description: Chief, SCH/Assets

I have asked Nfid to send me a copy of the WD . More often than not in cases like these, the duties/responsibilities and the organizational structure are different enough to warrant different classification decisions. We will compare both WD's when we receive Nfid's and advise you of our findings. In the interim, we will not issue the TB 330's.

Marguerite Beaubien-MacLean
Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Hanlon, John
Sent: Wednesday, September 12, 2001 8:50 AM
To: Beaubien-MacLean, Marguerite
Cc: Donald MacDonald; Marie Leblanc; Patricia Ann Gaudet; Serge Theriault; Maurice Girouard; Penny Reedie; Carol Rose; Gus vanHelvoort; John Hanlon; Rheal Boucher; Sandra Gaudet; Tim Surette
Subject: RE: Job Description: Chief, SCH/Assets

Margurite:

Further to my notes yesterday I am aware that the NFLD WD's for these positions have been classified at the PM-04 level. As you may be aware this has been a longstanding issue with Gulf / Maritime staff in these positions. I fully anticipate a classification grievance if the current results stand. Is there an opportunity to review this decision given the NFLD WD's??

If these positions are only a few points from the PM-04 level and the NFLD Positions are PM-04 level it would seem appropriate to take a second look.. When submitting this WD it is my belief that all AD's were anticipating and supporting a PM-04 outcome. I know I was.. Unfortunately in this business you can't ask for what you want you have to roll the dice.

I would certainly support taking a second look at this and ask my fellow AD's to advise you if they support this as well.

John Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893

-----Original Message-----

From: Beaubien-MacLean, Marguerite
Sent: Tuesday, September 11, 2001 9:43 AM
To: Hanlon, John
Cc: Girouard, Maurice; Theriault, Serge; Reedie, Penny; Boudreau, Mireille; Leblanc, Marie
Subject: RE: Job Description: Chief, SCH/Assets

The six Area Directors gave their unanimous support to have this most recent version of the WD classified in today's classification standards (copies of their e-mails were attached to the request from Serge). Despite the fact a previous version of this WD had been classified in April 2000 (grieved but then withdrawn), we agreed to classify it again as it was my understanding that this WD was a more accurate description of the work. The ratings show a strong PM-03 (unchanged).

There is no reason to delay issuing the TB 330, as you are discussing adding new duties, not suggesting that the WD is inaccurate. If you submit yet again for classification review, you will need to clearly identify the additional duties, and the effective date you intend to assign these. We will only look at those and establish whether they are significant enough to warrant another classification review. You will need to ask yourself whether adding new duties makes good business sense, or is intended strictly to achieve a higher classification level.

Marguerite Beaubien-MacLean
Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Hanlon, John
Sent: Tuesday, September 11, 2001 8:10 AM
To: Beaubien-MacLean, Marguerite
Cc: Donald MacDonald; Maurice Girouard; Serge Theriault; Burry, Claude
Subject: RE: Job Description: Chief, SCH/Assets

Hi Marguerite:

Thank you for this. I was surprised and disappointed at the level of the Business Manager's position. I was advised that this position would rate maybe a high PM 04 or even higher. Was the rating a strong PM-03?? Is there an opportunity to adjust here before the TB330's go out.

I believe we should consider adding Real Property responsibilities and in particular give formal OSH duties to these positions.

Maurice what do you think??

John Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893

-----Original Message-----

From: Beaubien-MacLean, Marguerite
Sent: Monday, September 10, 2001 6:27 PM
To: Gaudet, Sandra; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheal; Hanlon, John; Clarke, Alan J (Yarmouth)
Cc: Reedie, Penny; Girouard, Maurice; Leblanc, Marie; Langille, Michelle; Boudreau, Mireille; Surette, Tim
Subject: RE: Job Description: Chief, SCH/Assets

The Area Chief SCH/Assets position has been classified ENG-04. As such it will be established as a new position. The Business Manager positions reporting to it have remained at the PM-03 level. TB330's will be issued to confirm this as well as ensure these positions show under the respective Area Director. But given the backlog due to strike and vacation, it may be a while before we get to it. I thought you would want to know so that you can at least start working on your staffing strategy. Please discuss this with Michelle for the Chief position, and Mireille for the Bus. Manager.

We will be using the attached e-mail as the instructions for reporting relationships and org id's. Marie, if you wish we can issue TB330 for Antigonish and Shediac, but I understand structure for Charlottetown remains as is until further notice. Let me know.

<< File: FW Area Director Model.rtf >>

Marguerite Beaubien-MacLean
Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Beaubien-MacLean, Marguerite
Sent: Thursday, August 09, 2001 9:15 AM
To: Girouard, Maurice; Hanlon, John
Cc: Reedie, Penny; Leblanc, Marie; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheal; Gaudet, Sandra; 'Surette, Tim'
Subject: RE: Job Description: Chief, SCH

The classification level will help in determining if this is a new position or a reclassification. I have not yet seen the WD, but I understand the desire is for an ENG. If the classification ends up an ENG, we would be hard pressed to say that it is the same position with enhanced duties, ie reclassification. For the classification to go from PM to ENG, means a substantial change in the nature of the position, thus meaning a new position. If it stays PM, we need then to look at the changes to determine if substantial enough to call it a new position. If it stays PM but is made up of half the old PM and half the old ENG, it would be a new position, especially where there are current incumbents of both the PM and ENG groups.

If a reclassification, incumbent needs to meet the requirements of the SOQ, but no competition.

If a new position, position is staffed by competition or, if not considered a promotion, can be staffed by deployment, (unless of course we are in a reverse order of merit situation....).

As you can see, there could be many scenarios. First thing is to get the WD classified. Once I receive confirmation from each Area Director, indicating unanimous consent, preferably via a signed WD as per my discussions with Penny and Maurice, we will get a classification decision underway. After that, we can discuss staffing strategy.

Marguerite Beaubien-MacLean
Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Girouard, Maurice
Sent: Wednesday, August 08, 2001 2:27 PM
To: Hanlon, John
Cc: Reedie, Penny; Beaubien-MacLean, Marguerite; Leblanc, Marie; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheal; Gaudet, Sandra; 'Surette, Tim'; Leblanc, Marie
Subject: RE: Job Description: Chief, SCH

Marguerite will enlighten us on this, thanks.

-----Original Message-----

From: Hanlon, John
Sent: August 8, 2001 2:17 PM
To: Girouard, Maurice
Cc: Reedie, Penny; Beaubien-MacLean, Marguerite; Leblanc, Marie; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheal; Gaudet, Sandra; Surette, Tim; Marie Leblanc
Subject: RE: Job Description: Chief, SCH

Maurice / Margurite:

Is it clear yet whether these will be reclassifications where the incumbents meet the SoQ's or are these considered new positions thus requiring competitions??

John Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893

-----Original Message-----

From: Girouard, Maurice
Sent: Wednesday, August 08, 2001 2:08 PM
To: Hanlon, John
Cc: Reedie, Penny; Beaubien-MacLean, Marguerite; Leblanc, Marie; Carol Rose; Gus vanHelvoort; Rheal Boucher; Sandra Gaudet; Tim Surette
Subject: RE: Job Description: Chief, SCH

Thanks John. Marguerite feels you could now proceed and do the staffing of that position for your group. Marguerite is now classifying the position but needs your signature on the staffing request which will confirm your agreement. Please proceed, thanks.

-----Original Message-----

From: Hanlon, John
Sent: August 7, 2001 11:42 AM
To: Maurice Girouard
Cc: Penny Reedie; Donald MacDonald
Subject: FW: Job Description: Chief, SCH

Hi Maurice:

This is to confirm that I have reviewed the new work description for the Area Chief SCH and RPAM and concur that it reflects the nature and duties of the position as I understand them to be based on our previous agreement.

John Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893

-----Original Message-----

From: Reedie, Penny
Sent: Tuesday, August 07, 2001 9:31 AM
To: Hanlon, John; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Murphy, Mike (BIO); Surette, Tim
Cc: Girouard, Maurice

Subject: RE: Job Description: Chief, SCH

Yes.

Please provide your comments on the WD directly to Maurice, with a copy to me. The WD should accurately reflect the nature and duties of the position.

I will arrange with Regional HQ to review the new WD, compare it to the existing one, and advise on any classification change.

I would also appreciate your earliest attention to this initiative .

Thanks everyone.

Penny

-----Original Message-----

From: Hanlon, John
Sent: August 7, 2001 9:02 AM
To: Reedie, Penny
Cc: Maurice Girouard
Subject: RE: Job Description: Chief, SCH

Hi Penny:

Got a note on Aug 01 from Maurice asking AD's to submit the WD to their respective regions for classification and staffing.

If we do this it may mean each region would be classifying the new wd independently. Is there a way to avoid this??

*John Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893*

-----Original Message-----

From: Reedie, Penny
Sent: Thursday, August 02, 2001 10:32 AM
To: vanHelvoort, Gus; Murphy, Mike (BIO); Rose, Carol Ann (St. Andrews); Surette, Tim; Hanlon, John
Subject: Job Description: Chief, SCH

Any comments on the draft description?

I'd like Maurice to send it to HR for classification as soon as Area Directors agree that the document reflects the actual work to be done and the skill sets required to do it.

Penny



HUMAN RESOURCES
SERVICE REQUEST

DEMANDE DE SERVICE EN
RESSOURCES HUMAINES

1. BASIC INFORMATION / RENSEIGNEMENTS GÉNÉRAUX					
Directorate/Branch/Division - Direction générale/Direction/Division Corporate Services, Small Craft Harbors			Designator or Station N° - Sigle ou numéro de poste de courrier		
Financial Code - Codage Financier 2k800			Position Location - Lieu du poste Charlottetown, P.E.I.		
Position N° - N° du poste 13665	Group/Level - Groupe/Niveau PM 04	Position Title - Titre du poste Business Manager			
Position N° of supervisor N° du poste du surveillant 07388	Name and title of supervisor - Nom et titre du surveillant Jim Morrissey, SCH Area Chief, P.E.I.			Telephone N° - N° de téléphone (902) 566-7838	
2. CLASSIFICATION (Action Requested / Action Demandée)					
<input type="checkbox"/> New Indeterminate Position Nouveau poste indéterminé	Effective Date Entrée en vigueur Y-A M D-J	<input type="checkbox"/> New Term Position Nouveau poste déterminé	From - De Y-A M D-J	To - À Y-A M D-J	Position identical/similar to Poste identique/similaire à
<input checked="" type="checkbox"/> Reclassification	Effective Date Entrée en vigueur 2001/04/01	<input type="checkbox"/> Term Position Extension Prolongation d'un poste déterminé	From - De Y-A M D-J	To - À Y-A M D-J	<input type="checkbox"/> Deletion of Position Abolition d'un poste
<input type="checkbox"/> Review and update Révision et mise à jour	Position excluded from collective bargaining Poste exclu des négociations collectives		No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> Non Oui	Is position vacant? Ce poste est-il vacant?	No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> Non Oui
3. LANGUAGE REQUIREMENTS OF POSITION - EXIGENCES LINGUISTIQUES DU POSTE					
<input checked="" type="checkbox"/> English essential Anglais essentiel					
<input type="checkbox"/> French essential Français essentiel					
<input type="checkbox"/> English or French essential Anglais ou français essentiel					
<input type="checkbox"/> Bilingual Imperative Bilingue impératif					
<input type="checkbox"/> Bilingual Non-imperative Bilingue non-impératif					
If imperative, state reason Si impératif, donnez la raison					
<input type="checkbox"/> "P" Designator Identification "P"					
<input type="checkbox"/> Significant Operational Impact Portée opérationnelle importante					
<input type="checkbox"/> Indispensable Position Poste indispensable					
<input type="checkbox"/> Term Appointment Nomination - Période déterminée					
Communication requirements Exigences de communication		Linguistic profile Profil linguistique		Estimated Lang. Use Prév. de l'util. des lang. off.	
Serv. to public Serv au public	Pers. serv. Serv. au pers.	Centr. serv. Serv. central	English and French Anglais et français		Eng. - Angl.
Sup. func. Fonc. surv.	Griev. Griefs	Other Autres	English only Anglais seulement		Fr. - Fr.
French only Français seulement		English or French Anglais ou français			
4. SECURITY REQUIREMENT OF POSITION - EXIGENCE D'AUTORISATION DE SÉCURITÉ DU POSTE					
<input type="checkbox"/> Basic Reliability Vérification de base de la fiabilité					
<input checked="" type="checkbox"/> Enhanced Reliability Vérif. approfondie de la fiabilité					
<input type="checkbox"/> Confidential Confidentiel					
<input type="checkbox"/> Secret					
<input type="checkbox"/> Top Secret Très secret					
5. STAFFING - DOTATION					
ACTION REQUESTED - ACTION DEMANDÉE					
<input type="checkbox"/> Competition Concours	<input checked="" type="checkbox"/> Reclassification	<input type="checkbox"/> New Term Nouvelle période déterminée	From - De Y-A M D-J		
<input type="checkbox"/> New acting appointment Nouvelle nomination intérimaire	<input type="checkbox"/> Deployment Mutation (Déploiement)	<input type="checkbox"/> Extension of Term Prolongation de la période déterminée	To - À Y-A M D-J		
<input type="checkbox"/> Extension of acting appointment Prolongation d'une nomination intérimaire	<input type="checkbox"/> Transfer Mutation (Nomination)	<input type="checkbox"/> Appointment from eligibility list Nomination à partir de la liste d'admissibilité	<input type="checkbox"/> Other (specify) Autre (spécifiez)		
Present Acting Nomination intérimaire actuelle	Effective - Entrée	Expiry - Expiration	Reason - Raison		
<input checked="" type="checkbox"/> Full Time Temps Plein	<input type="checkbox"/> Part Time Temps partiel	<input type="checkbox"/> Seasonal Saisonnier	Weekly Hours of Work Nombre d'heures de travail hebdomadaires	Condition(s) of Employment / Conditions d'emploi	
			37.5	<input type="checkbox"/> General physical examination Examen physique général	
				<input checked="" type="checkbox"/> Travel Voyage	
				<input checked="" type="checkbox"/> Overtime Heures supplémentaires	
EMPLOYEE INFORMATION (if applicable) - RENSEIGNEMENTS SUR L'EMPLOYÉ(E) (au besoin)					
Surname - Nom de famille Kelly	First Name - Prénom Jerry, G	Dept. - Min. DFO	PRI - CIDP [REDACTED]	Substantive Position No. N° du poste d'attache 13665	Substantive Group / Level Groupe / Niveau d'attache
Designator or Station N° Sigle ou numéro de poste de courrier	Region Région Maritimes	Name / Nom	Compensation Specialist / Spécialiste en rémunérations et avantages spéciaux	Telephone N° / N° de téléphone	Fax N° / N° de fax
Status - Statut <input checked="" type="checkbox"/> Indeterminate Indéterminée	<input type="checkbox"/> Term Déterminée	<input type="checkbox"/> Full Time Temps Plein	<input type="checkbox"/> Part Time Temps Partiel	<input type="checkbox"/> Seasonal Saisonnier	<input type="checkbox"/> Priority Priorité
		<input type="checkbox"/> Casual Emploi temporaire	<input type="checkbox"/> Student Programs Programmes étudiants		
6. REMARKS - REMARQUES					
7. DOCUMENTS ATTACHED - DOCUMENTS CI-JOINTS					
8. RESPONSIBILITY CENTRE/MANAGER'S AUTHORIZATION - AUTORISATION DU GESTIONNAIRE DU CENTRE DE RESPONSABILITÉ					
Once authorized, send original to Finance and a copy to Security / Faire parvenir ce document aux finances une fois autorisé ainsi qu'une copie à la sécurité.					
Name - Nom Jim Morrissey	Title - Titre SCH Area Chief P.E.I.	Signature 	Date 10/01/02		
SECURITY - SÉCURITÉ (Security use only - Réservé à la sécurité)					
Position / Poste	Employee - Employé(e)	Signature		Date	
Approved Level Niveau approuvé	Confirmation of level Confirmation du niveau	Level - Niveau	Date		

Report ID: GC7PM015

AS OF DATE / EN DATE DU : 2001-04-01

Position / Poste : 00060953 Business Manager

Work Description / Description de travail : 0000037199 Business Manager

----- P o s i t i o n I n f o r m a t i o n / D o n n é e s s u r l e p o s t e -----
Effective Date / Date effet : 2001-04-01
Action Reason / Motif action : UPD Update a Position / Mise à jour données poste
Abolish by/End of Term / Proch. rév./abolition :
Business Unit / Entité : CNDFO Fisheries & Oceans BU / Pêches & océans entité
Job Code / Code emploi : 516929 Business Manager
Reg/Temp / Permanent/temp. : R Regular / Permanent
Full/Part Time / Temps plein/partiel : F Full-Time / Temps plein
Manager Level / Niveau direction : 8 All Other Positions / Autres postes
NOC / CNP : 1221 Administrative Officers / Agents administratifs
Location / Emplacement : 110222
Geographic Location / Lieu géographique :
Department / Service : 62960 Chief, SCH, PEI
Reports To / N° poste responsable : 00055421 Chief, SCH and Assets
Security / Sécurité : 2 Reliability / Fiabilité
Applied By ID / Appliquée par (Id) : 067146 Yvonne Dominey
Applied By Date/ Appliquée par (Date) : 2002-02-28
Remarks / Commentaires :
Previous Position No./No. poste antérieur : 00013665

----- D e c i s i o n I n f o r m a t i o n / D o n n é e s s u r l a d é c i s i o n -----
Decision # / N° décision : 0000054688 Effective Date / Date effet : 2001-04-01
Decision Reason / Motif décision : UPD
Class Code / Code classification : PM 04
Function / Fonction : /
Eval Process / Processus évaluation : 01 W/O Comm. / SansComité
Posn Class Auth / Autor. classif. poste : 2 Departmental / Ministère
Class Accred # / N° accréd. classif. : 97007 Lisa Peck
Class Auth Dt / Date autor. classif. : 2002-02-26
Next Review Dt / Date proch. rév. : 2007-02-26
Remarks / Commentaires :
Management-Directed Classification Decision/
Décision Dirigée par la gestion : N

----- F a c t o r C o d e C o o r d i n a t e P o i n t s / C o d e f a c t e u r C o o r d o n n é e s P o i n t s -----
Factor Coordinate Points / Code facteur Coordonnées Points
Code Description / Description Coordinate Points
Facteur Coordonnées Coordonnées
01 Knowledge / Connaissances C2 224
02 Decision Making / Prise de décisions B2 146
03 Operational Responsibility / Responsabilité opérationnelle C 40
04 Contacts / Contacts 3 110
Total Coordinate Points / Total des points des coordonnées 520
Supervisory Factor / Facteur surveil.: X

----- S t a f f R e l a t i o n s / R e l a t i o n s d e t r a v a i l -----
Essential Services / Service essentiels : 3 Conditional position / Poste conditionnel
Proposed / Proposé : N Effective Date / Date effet : 2000-06-21

Exclusion / Exclusion : 10 Not excluded/Not essential / Non-exclu, non-essentiel
Proposed / Proposé : N Effective Date / Date effet : 1998-09-13

----- O f f i c i a l L a n g u a g e s / L a n g u e s o f f i c i e l l e s -----
Effective Date / Date effet : 1996-04-01
Lang. Req. Posn / Exigences ling. poste : 2 English essential / Anglais essentiel
Imp. St. Ind. / Ind. dot. impér. : /
Office Code / Code bureau : 91229 Charlottetown-Regn'l Off Adm

English / Anglais French / Français
Reading / Lecture : - -
Writing / Écrit : - -
Oral / Oral : - -
Com. Serv. Public / Services au public : 2 English only / Anglais seulement
Com. Pers. Serv. / Services personnels : 0 Not required / Non requis
Com. Cent. Serv. / Services centraux : 2 English only / Anglais seulement
Com. Supervisory / Superviseurs : 0 Not required / Non requis
Com. Grievance / Grievs : 0 Not required / Non requis
Com. Other / Autres : 2 English only / Anglais seulement

----- D e l e g a t i o n / D é l é g a t i o n -----
Effective Date / Date effet :
HR Delegation Level / Niveau délégation des RH : /
Effective Date / Date effet :
FIN Delegation Level / Niveau délégation fin : /

Report ID: GC7PM015

AS OF DATE / EN DATE DU : 1998-09-13

Position / Poste : 00060953 Business Manager
Work Description / Description de travail : 0000037199 Business Manager

----- P o s i t i o n I n f o r m a t i o n / D o n n é e s s u r l e p o s t e -----
Effective Date / Date effet : 1998-09-13
Action Reason / Motif action : UPD Update a Position / Mise à jour données poste
Abolish by/End of Term / Proch. rév./abolition :
Business Unit / Entité : CNDFO Fisheries & Oceans BU / Pêches & océans entité
Job Code / Code emploi : 516929 Business Manager
Reg/Temp / Permanent/temp. : R Regular / Permanent
Full/Part Time / Temps plein/partiel : F Full-Time / Temps plein
Manager Level / Niveau direction : 8 All Other Positions / Autres postes
NOC / CNP : 1221 Administrative Officers / Agents administratifs
Location / Emplacement : 120922 Dartmouth
Geographic Location / Lieu géographique : 1209034 HALIFAX
Department / Service : 62960 Chief, SCH, PEI
Reports To / N° poste responsable : 00055421 Area Chief
Security / Sécurité : 2 Reliability / Fiabilité
Applied By ID / Appliquée par (Id) : 067146 Yvonne Dominey
Applied By Date/ Appliquée par (Date) : 1996-09-25
Remarks / Commentaires :
Previous Position No./No. poste antérieur : 00013665

----- D e c i s i o n I n f o r m a t i o n / D o n n é e s s u r l a d é c i s i o n -----
Decision # / N° décision : 0000054688 Effective Date / Date effet : 1997-04-01
Decision Reason / Motif décision : L
Class Code / Code classification : PM 03
Function / Fonction : /
Eval Process / Processus évaluation : 01 W/O Comm. / SansComité
Posn Class Auth / Autor. classif. poste : 2 Departmental / Ministère
Class Accred # / N° accréd. classif. : 98018 Darlene Nelson
Class Auth Dt / Date autor. classif. : 2000-04-04
Next Review Dt / Date proch. rév. : 2005-04-04
Remarks / Commentaires :
Management-Directed Classification Decision/
Décision Dirigée par la gestion : N

----- F a c t o r C o d e C o o r d i n a t e P o i n t s / C o d e f a c t e u r C o o r d o n n é e s P o i n t s -----
Factor Coordinate Points / Code facteur Coordonnées Points
Code Description / Description Coordinate Points
Facteur Coordonnées Coordonnées
01 Knowledge / Connaissances C2 224
02 Decision Making / Prise de décisions B2 146
03 Operational Responsibility / Responsabilité opérationnelle C 40
04 Contacts / Contacts 2 70
Total Coordinate Points / Total des points des coordonnées 480
Supervisory Factor / Facteur surveil.: X

----- S t a f f R e l a t i o n s / R e l a t i o n s d e t r a v a i l -----
Essential Services / Service essentiels : 0 Position not essential / Poste non essentiel
Proposed / Proposé : N Effective Date / Date effet : 1998-09-13

Exclusion / Exclusion : 10 Not excluded/Not essential / Non-exclu, non-essentiel
Proposed / Proposé : N Effective Date / Date effet : 1998-09-13

----- O f f i c i a l L a n g u a g e s / L a n g u e s o f f i c i e l l e s -----
Effective Date / Date effet : 1996-04-01
Lang. Req. Posn / Exigences ling. poste : 2 English essential / Anglais essentiel
Imp. St. Ind. / Ind. dot. impér. : /
Office Code / Code bureau : 91229 Charlottetown-Regn'l Off Adm

	English / Anglais	French / Français
Reading / Lecture	-	-
Writing / Écrit	-	-
Oral / Oral	-	-
Com. Serv. Public / Services au public	2 English only	/ Anglais seulement
Com. Pers. Serv. / Services personnels	0 Not required	/ Non requis
Com. Cent. Serv. / Services centraux	2 English only	/ Anglais seulement
Com. Supervisory / Superviseurs	0 Not required	/ Non requis
Com. Grievance / Grievs	0 Not required	/ Non requis
Com. Other / Autres	2 English only	/ Anglais seulement

----- D e l e g a t i o n / D é l é g a t i o n -----
Effective Date / Date effet :
HR Delegation Level / Niveau délégation des RH : /
Effective Date / Date effet :
FIN Delegation Level / Niveau délégation fin : /



WORK DESCRIPTION

13666

Campbell Susan (

Business Manager (West)

Department/Agency:	Department of Fisheries and Oceans
Section:	
Division:	
Branch:	Small Craft Harbours, PEI Area
Geographic location:	Summerside (P.E.I)
Security clearance	Enhanced reliability
Language requirements:	Bilingual: BBB / BBB
Departmental use:	

Immediate supervisor:	Jim Morriscey (7388)
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Version: Final	Date last updated: 2002-6-4
Classification:	
Effective Date of Decision:	
Model identifier:	

Client-Service Results

Implementing program and policy initiatives to various fishing industry stakeholders and the general public with respect to the management of harbours.

Key Activities

- Implements national and regional policy, procedures, management and budgetary control for a system of commercial fishing and recreational harbours.
- Provides extensive training and business advice to incorporated harbour authorities and appointed harbour managers.
- Negotiates, drafts and recommends for approval commercial and harbour authority leases,

subleases and lease amendments.

- Negotiates and approves individual harbour authority business plans, budgets and financial statements and provides specific advice regarding business proposals for projects.
- Manages and coordinates a construction program.
- Conducts, initiates and assists in the coordination of the divestiture and privatization of recreational and commercial fishing harbours not intended for harbour authority management.
- Controls management and enforcement activities associated with the operation of real property and facilities.
- Identifies, coordinates and recommends the acquisition of real property that is required for management and operation of commercial fishing harbours, as well as to make harbour property marketable for divestiture.

Employee's statement:

I have been given the opportunity to comment on this work description.

Susan Campbell Oct 3, 2004
Employee's signature Date

Supervisor's statement:

This work description accurately describes the activities and demands of the position.

[Signature] 8/10/04
Supervisor's signature Date

Authorization:

Andrew Dumas October 8/04
Manager's signature Date

Work Characteristics

Responsibility

(1) Information for the Use of Others

Provides information and advice to various fishing industry stakeholders, the general public and

harbour managers with respect to the Small Craft Harbours' program and policies to assess the impact to develop options for future harbour management. This often involves explaining complicated policies, procedures, and standards which involves transforming information into alternate forms in order that it can be fully understood by a varying audience.

Researches and analyses present harbour information and provides advice to the Area Chief to assess the impact and feasibility of various harbour management options. Makes specific recommendations that can affect the livelihood of individual users and coastal communities.

Provides MANAGERIAL AND OPERATIONAL advice and disseminates information to incorporated Harbour Authorities, and assists harbour authorities and federally appointed harbour managers in developing PROCEDURES AND ASSISTING HARBOUR AUTHORITIES in such matters as preparation of project proposals, business planning, revenue generation, financial and resource planning and management, tax provisions and reporting requirements, property management, legal and enforcement issues, environmental practices and compliance, liability insurance, legislative obligations, technical matters such as construction standards, specifications and methodologies, and administrative matters such as tendering, procurement, contracting for services, inventory control, computer operations and human resource practices to ensure successful operation and economic sustainability.

Gathers, synthesizes, and produces background and site specific information used by the Area Chief in preparing draft ministerial correspondence from a complex variety of information for the Ministerial Correspondence Unit in order to answer specific inquiries directed to the Minister's office. Elaborates on particular issues and conflicts that are politically sensitive and transforms information into concise terms, and in the appropriate tone sought by the Minister, to explain and defend government programs and policies to the Canadian public.

Researches socio-economic and environmental background information and produces environmental assessment reports for projects in accordance with the Canadian Environmental Assessment Act. The reports are made available for general public perusal and critique through the national habitat tracking referral system. Has delegated authority to make decisions to sign-off and approve environmental ratings for minor works projects and property leases and is accountable to the Minister and the general public for such decisions.

Provides general technical advice and assistance to individuals, appointed harbour managers and groups on minor construction and repair projects being considered for structures leased by the Department to incorporated harbour operators, but still under federal ownership. This can involve breaking down complicated construction and permitting processes into simpler step by step operations, as is necessary to ensure individuals and operating groups, have the knowledge and skills they require to successfully complete projects to established regulations, codes, and standards. Provides leadership to HA groups in preparing detailed project submissions which conform to established format and provides the HA with the best chance for funding approval.

(2) Well-Being of Individuals

There is no specific requirement for this.

(3) Leadership of Human Resources

HARBOUR AUTHORITY DEFINITION: A HARBOUR AUTHORITY IS AN INCORPORATED NON-PROFIT GROUP, SEPARATE FROM DFO, WHOSE PRIMARY FUNCTION IS TO MANAGE AND OPERATE SCH FACILITIES LEASED TO THE HARBOUR AUTHORITY FOR A DEFINED PERIOD, USUALLY 5 YEARS. OWNERSHIP OF THE PROPERTY AND FACILITIES REMAINS WITH THE FEDERAL CROWN.

PARTICIPATES AND ASSISTS IN THE COORDINATION OF branch participation in multi-disciplinary groups involving federal and provincial government agencies, working groups, project teams and various client groups to provide information on harbour authority programs and policies, and to develop overall management and business plans for harbour authorities.

PROVIDES ADVICE TO incorporated Harbour Authorities in human resource planning including the recruitment of volunteers, students and employees, and consultants required to support the Harbour Authority program. This includes developing work plans and priorities, proposing terms of reference, evaluating performance and creating alternate plans to accomplish objectives.

Leads Harbour Authorities in business planning, environmental management planning, project proposal formulation, financial management, harbour operations and other management practices to ensure their long-term viability and success.

Provides initial and ongoing training of harbour authority directors and members on such matters as corporate structure and bylaws, business, legal, real property and administrative matters associated with the operation of a Harbour Authority. THIS RESPONSIBILITY IS SHARED WITH REGIONAL STAFF.

Assists the Area Chief and participates in multi-disciplinary project teams consisting of intergovernmental personnel, private consultants and client groups for environmental assessment, design, implementation and management services for a variety of major construction projects, includes proposing and developing terms of reference, negotiating consultant fees, approving contracts, providing ongoing monitoring, and reviewing standards.

Leads and co-ordinates Harbour Authorities in the development of their Environmental Management Plans, approves plan and provides ongoing monitoring to ensure compliance with federal regulations and policies.

Leads, assigns and directs the work of Public Works and Government Services staff ,private consultants, client groups and other contractors involved in construction and maintenance projects. This involves leading and providing direction on project deliverables, direction on timing and alternatives for project implementation, direction on acceptance of work, direction on changes to the scope of work to be undertaken and organization and chairing of discussions to resolve project issues. This activity is not shared for projects up to \$15K and is shared with the Area Chief for projects in excess of \$15K.

Assists regional staff and the Area Chief in the initial training of new persons in the organization on such matters as corporate structure, administrative practices, business, operational and legal issues associated with the Small Craft Harbours program. This is a shared responsibility.

Provides management and operational guidance to incorporated recipient groups that propose to assume responsibility and eventual ownership of Federal harbours formerly under government jurisdiction. Plans and establishes self directed work teams consisting of interdepartmental representatives to assign divestiture projects. This is a shared responsibility.

(4) Money

BUDGETING:

As a responsibility centre manager, manages, plans and budgets for a construction program as well as an operations and maintenance budget. Provides financial advice and makes recommendations for prioritization of projects, including cost benefit and risk analyses. The incumbent has considerable latitude and flexibility to arrange and manage financial resources to most successfully impact on program deliverables within the area of responsibility.

Participates in area budget preparation and management including providing recommendations for the area Small Craft Harbours' budget, providing financial advice and making recommendations for prioritization of projects, including cost benefit and risk analyses. Plans and budgets for the allocated harbour operation and maintenance budget of the Small Craft Harbours' program. On an ongoing basis monitors status, reallocates funds within budget to compensate for changes, and conducts financial planning, forecasting and reporting. Has considerable latitude to allocate and reallocate funds from one project to another or between harbours.

Provides MANAGERIAL AND OPERATIONAL advice and recommendations to private incorporated harbour authorities, federally appointed harbour managers and recipient groups on preparing and managing operational budgets to ensure their successful operation AND long term sustainability.

MANAGING MONEY FLOW:

Determines and negotiates commercial lease and licence annual rents with private commercial operators based on Treasury rd guidelines and market value appraisals. Monitors and tracks commercial leases and licences issued and payments received, advises the responsibility centre on outstanding accounts and recommends the appropriate action including enforcement and writing off debts. Assists harbour authorities in soliciting financial contributions from other Federal, Provincial, Municipal and private sources for cost-shared projects with private incorporated harbour authorities and recipient groups. Provides ADVICE AND recommendations to private incorporated harbour authorities and recipient groups on devising a service fee schedule, determining commercial sub-lease and licence annual rents, and collection of accounts based on specific site and local market conditions and knowledge of other harbour operations, and to reduce the demand on the Small Craft Harbours program budget.

SPENDING:

Full responsibility centre manager with full signing authority to allocate funds among line objects and manages construction and an operations and maintenance budget. Identifies, tenders, awards and administers all maintenance and service contracts within allocated budget. Is accountable for expenditures associated with a broad range of activities relevant to harbour management and the operating and administrative resources required to manage the Harbour Authority Program including sole source authority in dealing with harbour authorities. Has freedom to reallocate funds within financial authority and in compliance with Treasury Board guidelines. Identifies, tenders, awards and administers contracts within allocated budget., verifies goods and or services are received and processes progress claims and final invoices. PARTICIPATES AND PROVIDES RECOMMENDATIONS on the real property acquisition budget for the portfolio of harbours. Commits funds and recommends paying funds in the form of grants and contributions and joint project agreements. Purchases goods and services using government credit cards and accounts for all expenditures. Provides advice and recommendations to private incorporated harbour authorities and recipient groups on tendering and contracting for goods and services, as well as processing claims and invoices and auditing requirements. THIS IS A SHARED RESPONSIBILITY.

(5) Physical Assets and Products

Operates and maintains real property, harbour infrastructure and related equipment used by the commercial fishing stakeholders and the public in harbours that are still managed directly by Small Craft Harbours. These assets are extremely valuable and very difficult to replace due to budget limitations and program inflexibility due to commitments to other projects. Safety of harbour users and clients using harbour facilities is of utmost concern to the branch.

Takes temporary custody of, and protects seized equipment, vehicles and vessels, gathered by branch during enforcement actions and investigations, to be used by the Crown during prosecution. This property becomes the responsibility of the branch, cannot be replaced, and is used in court as evidence.

Operates, maintains and cares for assets included in own work such as a personal computer, cellular telephone, office furniture, cameras, files, supplies, and software. These assets are not used by other staff and can be replaced, but at a considerable cost to Small Craft Harbours.

(6) Ensuring Compliance

As an enforcement officer pursuant to the Fishing and Recreational Harbours Act and Regulations, conducts routine inspections of harbour usage including that of fishers, commercial operators, lessors, and the general public to ensure compliance with regulations related to real property and environment issues, in order to ensure the safety of the harbour users general public and to protect the environment. Compliance and enforcement activities are performed by examining a wide range of various options and statutes available to determine the most appropriate course of action. Duties require examining complaints, taking evidence, issuing warnings and recommending whether to pursue prosecution, and providing sworn testimony. Responsibility is shared. conducts on-site audits and evaluations of Harbour Authorities' business and real property management practices to ensure compliance with the

Canada Business Corporations Act and the Small Craft Harbours' lease in order to protect the interests of the general public and fishing industry stakeholders in terms of safety and providing nondiscriminatory public access. negotiates compliance schedules and implementation, among a wide number of options available, for violators using own government, precedents and established practices. Consults with supervisor regarding difficult situations.

Conducts on-site audits and response to public complaints pertaining to recipient groups to ensure compliance with the covenants associated with the transfer of real property under the devolution program in order to ensure nondiscriminatory access and that the transferred assets continue to be operated in accordance with the conditions of the transfer agreement. Negotiates compliance schedules and implementation among a wide number of options available for violators using judgment, precedents and established practices. Responsibility is shared.

Skills

(7) Job Content Knowledge

Knowledge of inter-personal communication and negotiation principles, accompanied with problem solving techniques and an ability to analyze complex issues and develop innovative and viable solutions, is required when investigating problems and advising privately incorporated harbour authorities on organizational alternatives, property management and facility development options, business, legal, financial and construction issues

Knowledge of principles, practices, and techniques of leadership to effectively provide and coordinate the efforts of diverse ups towards common goals.

Knowledge of enforcement including investigative techniques and legal processes associated with the application of the Fishing and Recreational Harbours Act and Regulations, maritime, contract, tort and common law is required to carry out enforcement duties, investigate claims against the Crown and to provide specific advice to Harbour Authorities, the general public and management on land control and enforcement issues.

Knowledge of the principles and practices associated with real property management as it relates to custodial Federal property, including legal, administrative, and management techniques, procedures, and responsibilities is required to effectively operate harbours and to provide specific advice to Harbour Authorities.

Knowledge of real property acquisition and disposal methods including legal and property terminology; methods and procedures and the ability to read and interpret survey plans, deeds and descriptions in order to address client and legal requirements for management of harbours and implementation of construction projects.

GENERAL Knowledge of environmental assessment responsibilities and techniques, development and

use of safety plans and environmental management plans, harbour standards, regulatory requirements, liability inspection techniques and construction methodologies, including the ability to read and interpret construction drawings and specifications in order to analyze complex situations and provide specific advice to Harbour Authorities, management, contractors, consultants and regulatory agencies. Knowledge of project management, planning, implementation, critical time line analysis, negotiation approaches, and report writing to manage a construction program is also essential to the successful operation of a system of harbour authorities.

Knowledge of principles, practices, authorities, and accountabilities of financial management including processes for budgeting, forecasting, cost benefit analyses, business planning, cost recovery, managing money flow, and conducting expenditures to provide advice to Harbour Authorities and to exercise financial control over allocated budget.

GENERAL Knowledge of financial audit procedures, standards and reports to provide input into and assist in reviewing audit activities.

Requires knowledge of computer software, the internet and data entry programs, including Microsoft Word, Powerpoint, Excel, Explorer electronic mail, National Oracle databases including ABACUS, FRMS, HRTS and SIP in order to gather information, prepare correspondence, produce reports and input data.

(8) Contextual Knowledge

WORK UNIT

Extensive Knowledge of the mandate and priorities of Small Craft Harbours' related to the reduction of operating expenditures through partnerships or devolution exercises and new business arrangements with clients through the Harbour Authority initiative. Knowledge of respective roles of national and regional staff on all management and operational issues is important in developing effective working relationships, selecting the best course of action, and providing a unified approach to issues. Knowledge of investigative techniques to ensure enforcement and evidence gathering procedures are conducted correctly and legally. Knowledge of the media, their interests and unit protocols to ensure accurate information on the activities of the unit are presented accurately and professionally. Knowledge of collective agreements, travel directives, standards, procedures, guidelines and unit culture to provide leadership to staff. Knowledge of inventory control and accountability standards to ensure asset utilization is managed and used for its intended purpose.

DEPARTMENT

Knowledge of the culture, values, organization, mandate, policies, programs and objectives of the department, in support of the departmental vision and oceans strategy initiative in order to provide informed advice and recommendations to Harbour Authorities. Knowledge of departmental policies and contacts and points of reference is required in order to understand a best course of action and how it will impact on the Small Craft Harbours' mandate and program initiatives. Knowledge of the interaction between branches such as finance, communications, personnel, informatics, contracting, habitat management, and their advisors and directors to ensure contact is made with the person(s)

responsible for any particular component of an initiative to ensure information is received in a timely manner.

OTHER DEPARTMENTS

Department of Public Works and Government Services Canada (PWGSC) to understand their role in the disposal of federal government real property to ensure compliance with Treasury Board guidelines; Department of Environment (DOE) to understand the various environmental acts and regulations and to understand and support the role and responsibility of SCH in adhering to environmental legislation, particularly related to land management; Transport Canada , Harbours and Ports directorate, to understand the linkages between its mandate to manage and operate federal commercial ports and the SCH mandate to establish a cooperative working relationship particularly as relates to the operations of harbours with shared jurisdiction. Indian and Northern Affairs Canada (INAC) to understand its mandate and role relevant to associated land claims and real property issues in respect to aboriginal communities. This knowledge is particularly significant to the SCH program in respect to the management and disposal of federal real property at harbours that may be the subject of land claims or related treaties with aboriginal groups; Human Resources Development Canada programs to access financial and human resources to assist in furthering the aims of Harbour Authorities through the development of partnership arrangements. This knowledge is essential in providing the best advice, recommendations and direction to all harbour users in areas where each of these agencies are involved and decisions have to be made on a best course of action on many management issues.

CANADIAN PRIVATE AND OTHER PUBLIC SECTORS

Knowledge of the roles, responsibilities, and programs of Provincial Departments and Municipal units and officials to provide assistance and consultation on the Harbour Authority and divestiture initiatives. Knowledge of the political, cultural, and socio-economic status of the communities in the assigned portfolio to facilitate in the planning for the implementation of the Harbour Authority or divestiture initiatives, and for ongoing service delivery. Knowledge of local politicians, special interest groups and the identity of community leaders to seek and provide consultation on policy issues. Knowledge of the trends and developments in the fishing industry that will impact of the Small Craft Harbours' initiatives, and in order to forecast changes in the management options and levels of service required for commercial fishing harbours.

LEGISLATION / REGULATIONS

Knowledge of the content and underlying principles and intent of the following Acts and Regulations, as they apply to management and operation of real property and facilities, and to be able to minimize risks and to formulate a due diligence legal defense in the event of prosecution for violations of specific statutes and against civil suits:

Fishing & Recreational Harbours Act And Regulations and the Federal Property Traffic Act to manage, to ensure health and safety of harbour users, provide advice to lessees and Harbour managers and users, to implement construction and repair projects, and to acquire and divest property.

Canada Business Corporations Act (Part 2) to ensure compliance under the Act by the Harbour Authorities to maintain their legal incorporation entity and ensure that the necessary reports and

documentation is received from the Harbour Authorities.

Provincial and territorial acts, regulations, policies and procedures governing environmental protection and habitat management to ensure compliance of harbour transfer and management activities.

Financial Administration Act to ensure compliance of lease agreements, real estate transactions, construction and surveying projects, procurement, invoicing and expenditure procedures.

Federal Real Property Act and Regulations to conduct, monitor and evaluate land acquisition, leasing and disposal.

Federal and provincial legislation, property law, contract law and leasing procedures to ensure that transactions are appropriately managed in their respective jurisdictions.

Federal and provincial legislation and agreements governing transfer of lands, resources and programs to First Nations to ensure that SCH agreements are in compliance.

Federal laws governing environmental protection, enforcement and the safe and responsible operation of harbours (e.g., Navigable Waters Protection Act, Canada Shipping Act, Canadian Environmental Assessment Act, Environmental Protection Act, Harbours and Ports Act, Public Works Act) to manage operations, and to ensure that the Crown's interests are defended in construction and real estate transactions.

(9) Communication

COMMUNICATION OUT:

Presentation and public speaking skills are required when articulating policy information, reports, and recommendations to fishing industry stakeholders and public clients. This often requires interpreting policy in order to present arguments and dissuade individual biases as well as explaining and altering specialized legal and technical terminology so that it can be fully comprehended by various audiences.

Verbal and presentation skills are required to negotiate leasehold interests with incorporated groups and commercial operators. This requires skill in interpreting Treasury Board guidelines and explaining specialized legal terminology in order that information can be fully comprehended by the lessee. This requires skill to negotiate and persuade the lessee with respect to specific clauses in the lease, lease boundaries, and lease rates.

Writing skills are required to prepare correspondence to clients and to prepare various reports, draft background and site specific information necessary for ministerial correspondence and fact sheets. This requires skill in interpreting information and explaining complicated and sensitive issues.

Verbal skills are required to present the assigned functions in wide ranging consultations with client groups, regional officials, and other government departments to explain policies, priorities and activities, negotiate issues, obtain input and gain agreement and cooperation to handle sensitive situations. Depending on the client groups, the message must be altered and simplified in order to be understood and effective.

COMMUNICATION IN:

Active Listening skills to interpret body language, tone of language and other non-verbal communications, recognizing the different meanings these have for persons of different cultural origins and on the basis of the circumstances in which the information was provided, to understand the intent and the complexities of the message being transmitted by people with whom the individual must interact within the Department., clients, fishing industry representatives, service providers, other governmental organizations, and non-governmental organizations in developing networks and partnerships to provide quality client services. Due to the complexity of the message and terminology, the emotional and confrontational circumstances and environment in which interactions evolve and the variety of audiences, an understanding of the implicit component of the message is as important to the meaning of the message as the explicit component. Observation skills to read between the lines when conducting public information sessions and to adjust delivery to the respective mood of the audience.

Reading and interpretive skills to gather and synthesize key information from legislation, departmental policies and directives, contracts, surveys, leases, complex and ambiguous common law, legal documentation and then presenting information in a format and terminology that can be easily understood and utilized by the staff, general public, Harbour Authorities, organizations, clients, and community representatives, to promote comprehension and awareness and to ensure that the requirements for the development, management and enforcement of the SCH program is understood.e. Reading skills to digest information and demands from groups or individuals and review proposed responses to ensure that they contain accurate information.

Listening and interpretation skills are required when receiving information and feedback from industry representatives, the Area Chief, colleagues and contractors in order to retain salient points, synthesize information on complex issues, and gauge underlying intentions.

(10) Motor and Sensory Skills

In the course of travel and enforcement duties, there is a requirement for dexterity and coordination to embark and disembark vessels, and land vehicles while carrying equipment, and to inspect harbour infrastructure.

Manual dexterity and coordination skills are required for the daily operation of a computer keyboard in the preparation of correspondence, reports and inputting data. Dexterity is required to operate other office equipment such as photo copiers, fax machines and cellular telephones.

Effort

(11) Intellectual Effort

UTILIZING strategies, practices and approaches to govern the negotiation and consultative processes with fishing industry stakeholders and the public involved in the implementation of the Harbour Authority policy. The work is performed under departmental time line pressures to achieve imposed goals, involves dependence on other government departments and agencies, client pressures for information, conflicting stakeholders interests and changing policy interpretations.

Analyzing the associated business and operational plans of the established Harbour Authorities to evaluate their effectiveness from a management, operational, business, and legal perspective and directing corrective measures through consultation or direct intervention. This work is performed under time line pressures imposed by the department, individual biases against the department, and client reluctance to change to comply with directives.

Negotiating the resolution of differing interpretations as they arise in the administration of harbour authorities, including enforcement procedures, data collection, and collection of revenues from fees and services. The work is performed without the benefit of established practices and precedents and without the availability of human resources required to meet imposed goals and deadlines.

Intellectual effort must be applied in the management of a construction program to analyze requirements for program expenditures, prioritize project requests for funding, and for the preparation of project proposals. The work is performed under time line pressures imposed by the department and clients, weather and climatic conditions, and the dependence on other government departments and agencies. There is a constant requirement to analyze an on-going number of project requests, seek or create solutions from a large number of options, and to make unbiased funding decisions with limited program funding.

Managing a minor construction program under tight work schedules, funding pressures and ever increasing service demands can be quite complicated when consideration must be given to construction standards, available working season for marine projects, developing environmental requirements, as well as concerns and priorities of other federal and provincial regulatory agencies. In addition, fishing seasons, quotas, vessel and gear types must be fully understood to meet client needs. The analysis of this information is complex and time consuming and the incumbent is required to develop construction options taking all these concerns into account. This is further complicated by a natural resistance to accept anything new or of a different standard than clients have been used to in the past.

UTILIZING strategies and options unique to each situation in order to conduct sensitive negotiations with client groups regarding the short and long term development, management and divestiture of real property. The work is performed under departmental time line pressures to achieve imposed goals, dependence on other government departments and agencies, client pressures for information and legal interpretations, conflicting stakeholders interests, and negative public opinion against overall government fiscal restraint and downloading policies.

(12) Sustained Attention

The work requires long periods of sustained attention when operating a motor vehicle in order to concentrate on the road while driving. There are frequent interruptions with calls from cellular

telephones which increase the risk of accidents. This work takes up to twenty percent of the incumbent's time on an ongoing basis, due to the geographic size of the area of responsibility.

The requirement to maintain attention while attending public and internal business meetings as a leader and participant requires sustained attention to comprehend and interpret information and to contribute effectively to a variety of complex initiatives and concerns. These activities consume twenty five percent of the available time.

The requirement to read, comprehend and respond to a variety of correspondence demanding different levels of interpretation and levels of response, consume twenty five percent of the available time.

(13) Psychological/Emotional Effort

Psychological/emotional effort is needed to remain impartial and composed when dealing with conflicts and disagreements in discussions with Harbour Authorities, community representatives, user groups and contractors to obtain and exchange information regarding operational issues or enforcement and safety incidents. Due to the sensitivity of the commercial fishing industry, sometimes emotions can run high and there is little or no control over the number of clients, duration and frequency of incidents or how individuals choose to express their emotions. Enforcement activities can be very sensitive and may result in a very emotional or hostile reaction and interaction from those involved. Where clients believe that their livelihood is being threatened, there are strong emotional reactions and persons tend to act first and think of the consequences later. Every incident must be assessed independently and the incumbent has no way of predetermining public or individual reaction to enforcement interventions. Diplomacy is required often to deflect criticism directed at other programs and to avoid disclosing confidential information.

Psychological/emotional effort is required to deal factually and promptly with sensitive, highly political and controversial issues relating to the development, management and enforcement of the Small Craft Harbours program and to respond to questions presented by representatives of industry related organizations or their legal representatives who have concerns with decisions rendered and other issues, and to explain and defend political and departmental direction, policies and regulations. In many instances, the information that the incumbent is dealing with is very politically sensitive. The interaction with Harbour Authorities, fishing industry representatives, project committees, partners and stakeholders, task groups or individuals creates considerable psychological and emotional pressure due to strong and varied points of view and opposing positions. Individuals making requests in person or by telephone, or in reaction to information provided that is in opposition to their position, can become hostile, abusive, threatening, or very emotional; under these circumstances, it is necessary to keep a professional composure, be empathetic but not become emotional, and bring the issue and conversation to a fruitful resolution. Considerable judgement is required to assess and analyze situations and quickly respond with appropriate solutions to address issues, which causes psychological pressure.

(14) Physical Effort

On a daily basis, the work involves long periods of sitting to read a variety of hard copy and electronic

information, to operate a personal computer and to analyze problems and offer suggested solutions.

On a frequent basis, the work involves visiting harbour locations where construction activity is occurring, climbing on and off vessels, wharves and harbour facilities to carry out facility inspections. This requires the provision of protective and safety equipment including safety boots, life jackets, gloves and hard hats.

There is a weekly requirement to attend meetings and stand for long periods of time in directing discussions or to sit for extended periods recording information.

There is a frequent requirement to visit remote harbour locations and communities to attend meetings. This involves prolonged periods of driving alone and sitting in one position, as well as a requirement to travel on helicopters, small planes and vessels.

The work requires stamina and concentration to work extended and irregular hours to meet operational demands and accommodate client needs.

Working Conditions

(15) Work Environment

Psychological Work Environment:

The work is performed in both an office and external environment. There is a continuous requirement to deal with imposed deadlines from the completion of reviews, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, and politically sensitive issues associated with programs and policies.

The work involves attending on site meetings at many varied locations with community groups, Harbour Authorities, and the general public several times a week, many of which are of a sensitive nature and pose a requirement to deal with angry, distressed, and confrontational people in enforcement situations.

Physical Work Environment:

The work involves continuous exposure to noise and frequent interruptions from staff, callers, and visitors, as well as exposure to glare from computer monitors during long periods of keyboarding. The work also involves continuous exposure to harbour and construction sites. The on site work involves continuous exposure to inclement weather, extremes of heat and cold, dust, fumes and noise. Occasionally there is a requirement to climb ladders, board vessels and walk over rough terrain in all weather conditions. There is a requirement to wear safety and protective clothing when visiting construction sites and inspecting harbour facilities.

There is a frequent requirement to work unpredictable and uncontrollable hours to deal with time lines imposed by third party meetings and/or locations. The work involves attending occasional meetings in sometimes remote harbour locations. Many incidents result from extreme weather conditions and must be inspected and resolved during the event.

The work requires extended periods of driving alone, and in all weather conditions, both day and night.

(16) Risk to Health

Repeated travel on a weekly basis involves driving a vehicle for extended periods of time, often to remote locations during inclement weather and on sub-standard road conditions, causes muscular pain in the back and shoulders, eye strain and fatigue and increases the risk of highway accidents.

Daily exposure to continuous meetings and phone calls, imposed deadlines, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, politically sensitive issues, and uncontrollable hours cause high stress levels that can lead to severe psychological and physical problems.

Visiting remote harbour locations alone and carrying out inspections of unsafe and derelict harbour infrastructure poses a risk to personal safety.

The office work environment is characterized by occasional visits from angry, distressed and confrontational individuals or groups of people that sometimes take over the office for extended periods of time. The unpredictability of this type of working environment leads to stress and anxiety, as such disruptions affect imposed deadlines and client service and increases the possibility of physical confrontations.

There is occasional exposure when confronting individuals or groups of people to carry out enforcement roles. This type of work leads to stress and anxiety, as often such individuals are agitated, threatening and confrontational, and poses the risk of physical harm.

The frequent use of finger and wrist muscles to enter data on a computer keyboard and produce correspondence, reports, environmental screening, contribution documents, can cause muscular pain.

Report ID: GC7PM015

AS OF DATE / EN DATE DU : 2001-04-01

Position / Poste : 00060954 Business Manager

Work Description / Description de travail : 0000037199 Business Manager

----- P o s i t i o n I n f o r m a t i o n / D o n n é e s s u r l e p o s t e -----
Effective Date / Date effet : 2001-04-01
Action Reason / Motif action : UPD Update a Position / Mise à jour données poste
Abolish by/End of Term / Proch. rév./abolition :
Business Unit / Entité : CNDFO Fisheries & Oceans BU / Pêches & océans entité
Job Code / Code emploi : 516929 Business Manager
Reg/Temp / Permanent/temp. : R Regular / Permanent
Full/Part Time / Temps plein/partiel : F Full-Time / Temps plein
Manager Level / Niveau direction : 8 All Other Positions / Autres postes
NOC / CNP : 1221 Administrative Officers / Agents administratifs
Location / Emplacement : 110321
Geographic Location / Lieu géographique :
Department / Service : 62960 Chief, SCH, PEI
Reports To / N° poste responsable : 00055421 Chief, SCH and Assets
Security / Sécurité : 2 Reliability / Fiabilité
Applied By ID / Appliquée par (Id) : 067146 Yvonne Dominey
Applied By Date/ Appliquée par (Date) : 2002-02-26
Remarks / Commentaires :
Previous Position No./No. poste antérieur : 00013666

----- D e c i s i o n I n f o r m a t i o n / D o n n é e s s u r l a d é c i s i o n -----
Decision # / N° décision : 0000054688 Effective Date / Date effet : 2001-04-01
Decision Reason / Motif décision : UPD
Class Code / Code classification : PM 04
Function / Fonction : /
Eval Process / Processus évaluation : 01 W/O Comm. / SansComité
Posn Class Auth / Autor. classif. poste : 2 Departmental / Ministère
Class Accred # / N° accréd. classif. : 97007 Lisa Peck
Class Auth Dt / Date autor. classif. : 2002-02-26
Next Review Dt / Date proch. rév. : 2007-02-26
Remarks / Commentaires :
Management-Directed Classification Decision/
Décision Dirigée par la gestion : N

----- F a c t o r C o d e C o o r d i n a t e P o i n t s / C o d e f a c t e u r C o o r d o n n é e s P o i n t s -----
Factor Coordinate Points / Coordinate Coordinate
Code Description / Description Points
Facteur Coordonnées Coordonnées
01 Knowledge / Connaissances C2 224
02 Decision Making / Prise de décisions B2 146
03 Operational Responsibility / Responsabilité opérationnelle C 40
04 Contacts / Contacts 3 110
Total Coordinate Points / Total des points des coordonnées 520
Supervisory Factor / Facteur surveil.: X

----- S t a f f R e l a t i o n s / R e l a t i o n s d e t r a v a i l -----
Essential Services / Service essentiels : 3 Conditional position / Poste conditionnel
Proposed / Proposé : N Effective Date / Date effet : 2000-06-21

Exclusion / Exclusion : 10 Not excluded/Not essential / Non-exclu, non-essentiel
Proposed / Proposé : N Effective Date / Date effet : 1998-09-13

----- O f f i c i a l L a n g u a g e s / L a n g u e s o f f i c i e l l e s -----
Effective Date / Date effet : 1996-04-01
Lang. Req. Posn / Exigences ling. poste : 1 Bilingual / Bilingue
Imp. St. Ind. / Ind. dot. impér. : 3 Indispensable Bilingual Posn / Poste bilingue indispensable
Office Code / Code bureau : 91234 Summerside - C&P

	English / Anglais	French / Français	
Reading / Lecture	C	C	
Writing / Écrit	C	C	
Oral / Oral	C	C	
Com. Serv. Public / Services au public	1	English and French	/ Anglais et français
Com. Pers. Serv. / Services personnels	0	Not required	/ Non requis
Com. Cent. Serv. / Services centraux	1	English and French	/ Anglais et français
Com. Supervisory / Superviseurs	0	Not required	/ Non requis
Com. Grievance / Grievs	0	Not required	/ Non requis
Com. Other / Autres	1	English and French	/ Anglais et français

----- D e l e g a t i o n / D é l é g a t i o n -----
Effective Date / Date effet :
HR Delegation Level / Niveau délégation des RH : /
Effective Date / Date effet :
FIN Delegation Level / Niveau délégation fin : /

Report ID: GC7PM015

AS OF DATE / EN DATE DU : 1998-09-13

Position / Poste : 00060954 Business Manager
Work Description / Description de travail : 0000037199 Business Manager

----- P o s i t i o n I n f o r m a t i o n / D o n n é e s s u r l e p o s t e -----
Effective Date / Date effet : 1998-09-13
Action Reason / Motif action : UPD Update a Position / Mise à jour données poste
Abolish by/End of Term / Proch. rév./abolition :
Business Unit / Entité : CNDFO Fisheries & Oceans BU / Pêches & océans entité
Job Code / Code emploi : 516929 Business Manager
Reg/Temp / Permanent/temp. : R Regular / Permanent
Full/Part Time / Temps plein/partiel : F Full-Time / Temps plein
Manager Level / Niveau direction : 8 All Other Positions / Autres postes
NOC / CNP : 1221 Administrative Officers / Agents administratifs
Location / Emplacement : 110321 Summerside
Geographic Location / Lieu géographique : 110321 SUMMERSIDE
Department / Service : 62960 Chief, SCH, PEI
Reports To / N° poste responsable : 00055421 Area Chief
Security / Sécurité : 2 Reliability / Fiabilité
Applied By ID / Appliquée par (Id) : 067146 Yvonne Dominey
Applied By Date/ Appliquée par (Date) : 1996-09-25
Remarks / Commentaires :
Previous Position No./No. poste antérieur : 00013666

----- D e c i s i o n I n f o r m a t i o n / D o n n é e s s u r l a d é c i s i o n -----
Decision # / N° décision : 0000054688 Effective Date / Date effet : 1997-04-01
Decision Reason / Motif décision : L
Class Code / Code classification : PM 03
Function / Fonction : /
Eval Process / Processus évaluation : 01 W/O Comm. / SansComité
Posn Class Auth / Autor. classif. poste : 2 Departmental / Ministère
Class Accred # / N° accréd. classif. : 98018 Darlene Nelson
Class Auth Dt / Date autor. classif. : 2000-04-04
Next Review Dt / Date proch. rév. : 2005-04-04
Remarks / Commentaires :
Management-Directed Classification Decision/
Décision Dirigée par la gestion : N

----- F a c t o r C o d e C o o r d i n a t e P o i n t s / C o d e f a c t e u r C o o r d o n n é e s P o i n t s -----
Factor Coordinate Points / Coordinate Coordinate
Code Description / Description Points
Facteur Coordonnées Coordonnées
01 Knowledge / Connaissances C2 224
02 Decision Making / Prise de décisions B2 146
03 Operational Responsibility / Responsabilité opérationnelle C 40
04 Contacts / Contacts 2 70
Total Coordinate Points / Total des points des coordonnées 480
Supervisory Factor / Facteur surveil.: X

----- S t a f f R e l a t i o n s / R e l a t i o n s d e t r a v a i l -----
Essential Services / Service essentiels : 0 Position not essential / Poste non essentiel
Proposed / Proposé : N Effective Date / Date effet : 1998-09-13

Exclusion / Exclusion : 10 Not excluded/Not essential / Non-exclu, non-essentiel
Proposed / Proposé : N Effective Date / Date effet : 1998-09-13

----- O f f i c i a l L a n g u a g e s / L a n g u e s o f f i c i e l l e s -----
Effective Date / Date effet : 1996-04-01
Lang. Req. Posn / Exigences ling. poste : 1 Bilingual / Bilingue
Imp. St. Ind. / Ind. dot. impér. : 3 Indispensable Bilingual Posn / Poste bilingue indispensable
Office Code / Code bureau : 91234 Summerside - C&P

	English / Anglais	French / Français	
Reading / Lecture	C	C	
Writing / Écrit	C	C	
Oral / Oral	C	C	
Com. Serv. Public / Services au public	1	English and French	/ Anglais et français
Com. Pers. Serv. / Services personnels	0	Not required	/ Non requis
Com. Cent. Serv. / Services centraux	1	English and French	/ Anglais et français
Com. Supervisory / Superviseurs	0	Not required	/ Non requis
Com. Grievance / Grievs	0	Not required	/ Non requis
Com. Other / Autres	1	English and French	/ Anglais et français

----- D e l e g a t i o n / D é l é g a t i o n -----
Effective Date / Date effet :
HR Delegation Level / Niveau délégation des RH : /
Effective Date / Date effet :
FIN Delegation Level / Niveau délégation fin : /

UNIVERSAL
CLASSIFICATION
STANDARD



N O R M E
GÉNÉRALE DE
CLASSIFICATION

UCS Package

- Please keep all paperwork (work descriptions, evaluations sheets and emails) intact.
- Please do not remove from position file.

Thank you

2-Aug-01
KM

6 Feb '02 KM,
Mar '02 KM

Murray, Krista L

From: Dominey, Yvonne
Sent: Monday, March 04, 2002 2:49 PM
To: Murray, Krista L

The following positions have been reclassified from PM-03 to PM-04: 13673, 13672, 20612, 13671, 13670, 13667, 13668, 13669, 13674, 13665 and 13666 effective April 1/01.

Position 13667r2


This position has been linked to the regional model;

Business Manager

To view wd and ratings, see position 13671r2.

Decision Number: 20157

4 Feb 02 (KLM)

 Universal Classification Standard (UCS) / Norme générale de classification (NGC)		Fisheries and Oceans - Maritimes Region / Pêches et Océans Canada - Région des Maritimes	
Evaluation Register / Registre d'évaluation		Position no.(s)/ No.(s) poste(s) 13665, 13666, 13667, 13668, 13669, 13670, 13671, 13672, 13673, 13674, 20612	
		Decision no. / Décision	20157
Re-evaluation / Réévaluation		Entered in / Saisies dans: PeopleSoft by/ par: Krista Murray date: 13-Jul-01	
Relativity Review / Examen de relativité <input checked="" type="checkbox"/>		Members of the evaluation committee / Membres du comité d'évaluation : Kim Crossland Claude Burry Serge Theriault	
Evaluation Date / Date d'évaluation : 10-Jul-01		Kim Crossland	
WD Date / Date de la desc. de travail : 3-Jan-01		Claude Burry	
Similar to / Semblable à : Decision		Serge Theriault	
Elements/ Éléments		Ratings / Cotes	Brief Explanations / explications
1	Information for the Use of Others Information utilisée par d'autres	C3	Rating changed from C4 to C3. This element describes the work the business managers do with the Harbour Authorities (who are not DFO employees) and other stakeholders. The work includes transforming information into alternate forms, explaining the rights and entitlements of the harbour policies, etc. and the latitude to adapt departmental procedures and make recommendations to management within DFO to the Harbour Authorities.
2	Well-Being of Individuals / Bien-être d'autrui	1	Review of this element was not required.
3	Leadership of Human Resources / Leadership des ressources humaines	3	Rating changed from 5 to 3. See Standard 2.0, rating of 3. The business manager is responsible to lead short-term work groups and contribute to new skill development by providing technical guidance to the Harbour Authorities and consultants/contractors. The business manager does not manage DFO employees. (This element will be reworded to better reflect this.)
4 (A) 10	Money / Argent : Planning and Controlling / Planification et contrôle Motor and sensory Skills / Habiletés motrices et sensorielles	A4 1	Rating did not change. See Standard 2.0, rating of 4. As described in the 1st and 2nd paragraphs of this element, the incumbent is required to provide risk analyses and contingency planning for harbour management for both the department and the Harbour Authorities and its stakeholders. The incumbent has moderate latitude to apply directives and choose from among a number of options.
11 (B) 12	Intellectual Effort / Effort intellectuel Sustained Attention / Attention soutenue	B3 B4 A1	Rating did not change. See Standard 2.0, rating of 4. Incumbent has the latitude to negotiate cost-sharing/joint venture agreements and determine lease and licence rentals on behalf of the department.
13 (C)	Psychological-Emotional Effort / Sustained Funds / Dépense de fonds	C4	Rating did not change. See Standard 2.0, rating of 4. Incumbent is responsible for community funds for contribution and other financial agreements - has substantial latitude to choose from various options.
5	Physical Assets and Products / Ressources matérielles et produits	C5	Rating did not change. As noted in the 2nd paragraph of this element, has custody of seized evidence for court.

Eléments/ Éléments		Ratings / Cotes	Brief Explanations / explications	Brèves
6	Ensuring Compliance / Surveillance de la conformité	3	Review of this element was not required.	
7 (A)	Job Content Knowledge / Connaissance du domaine de travail	A5	Rating changed from A6 to A5. <u>Real Property/Business Management</u> As described in paragraphs 1, 2, 4, 5, 7 and 8, incumbent is required to have a very sound knowledge of real property/business management in order to best manage the property and facilities.	
(B)		B4	Rating change from B5 to B4. <u>Commercial/Recreational Harbour Management</u> As described in paragraphs 3 and 6, incumbent is required to know how enforcement techniques, environmental issues and harbour standards in order to choose the most appropriate course of action for the recreational/commercial stakeholders of each harbour.	
(C)		C3	Review of this element was not required. <u>II</u>	
(D)		D1	Review of this element was not required. <u>N/A</u>	
8 (A)	Contextual Knowledge / Connaissance du contexte	A4	Review of this element was not required.	
(B)		B4	Rating did not change. Incumbent is required to choose the best of action for the department .	
(C)		C3	Rating changed from C4 to C3. Incumbent is required understand and follow various acts, regulations and policies of other government departments and agencies.	
(D)		D3	Rating changed from D4 to D3. See Technical Bulletin No. 3, page 7, Item D3. Incumbent is required to understand the socio-economic and political issues that will impact the decision-making process of their work.	
(E)		E1	Review of this element was not required.	
(F)		F4	Rating did not change. See Technical Bulletin No. 3, page 7, Item F4. Incumbent is required to understand federal regulations and legislation to ensure the Harbours management/enforcement complies with them..	
9 (A)	Communication In / Réception	A3	Rating did not change. Incumbent is required to chair various public meeting and it is extremely important to understand and comprehend the various cultural differences, interpret the tone of the stakeholders and to interpret the hidden message (reading between the lines) in confrontational situations.	
(B)	Out / Transmission	B4	Rating did not change. Incumbent is required to present arguments and dissuade stakeholders where the goal of the conversation to persuade the stakeholders/public to change their way of doing of business.	
10	Motor and Sensory Skills / Habiletés motrices et sensorielles	1	Review of this element was not required.	
11	Intellectual Effort / Effort intellectuel	B3	Review of this element was not required.	
12	Sustained Attention / Attention soutenue	A1	Review of this element was not required.	
13	Psychological-Emotional Effort / Effort psychologique-émotionnel	B2	Review of this element was not required.	
14	Physical Effort / Effort physique	B2	Rating did not change. Frequently, the incumbent is required to where protective, safety equipment and carry heavy equipment when completing facility/wharf inspections.	

Elements/ Éléments		Ratings / Cotes	Brief Explanations / explications	Brèves
12 (A)	Work Environment / Environnement de travail Psycho. Env. / Env. psychologique	A2	Review of this element was not required.	
(B)	Physical Env. / Env. physique	B2	Rating changed from B3 to B2. On occasion, on site conditions at work (in the field) could cause a moderate degree of physical discomfort (inclement weather, heat/cold, dust, fumes, noise, terrain, wearing protective/safety clothing).	
16	Risk to Health / Risque pour la Santé	2	Rating did not change. Incumbent is often in confrontational situations with the stakeholders and travels to remote locations to inspect unsafe and derelict infrastructures.	

Level / Niveau	Points
8	2450

Additional Comments / Commentaires supplémentaires:

Regional Model

UCS Evaluation Report
Rapport d'évaluation sur la NGC

D# 20157
entered in PS

Tracking # /

de documentation: 13671r1

Committee Members/

Membres du comité:

Committee No./

Comité numéro: _____

Kim CrosslandJeff IrwinDate: 19 Feb 01

Evaluation/Évaluation

Element Élément	Co-ordinates Coordonnées	Short Explanations/Brèves explications
1. Information for the Use of Others Information utilisée par d'autres	C4	Access govt services (harbour authorities, public, etc.) Elaborates on existing information, develops methodologies.
2. Well-Being of Individuals Bien-être d'autrui	1	N/A.
3. Leadership of Human Resources Leadership des ressources humaines	5	leads multi-disciplinary work group. develops work plans. Creates partnerships to accomplish objectives. provides functional direction
4. Money Argent	A <u>4</u> B <u>4</u> C <u>4</u>	Risk analysis/mgmt. contribution agreement negotiator Commits funds for contribution agreements.
5. Physical Assets and Products Ressources matérielles et produits	C5	Court Evidence belonging to public. Irreplaceable.
6. Ensuring Compliance Surveillance de la conformité	3	Monitors, reports, offers analysis Selects from a range of precedents to identify appropriate action.
7. Job Content Knowledge Connaissance du domaine du travail	A <u>6</u> B <u>5</u> C <u>3</u> D <u>1</u>	Bus mgmt - Financial - Real Property Commercial/Recreation Harbour mgmt. IT.
8. Contextual Knowledge Connaissance du contexte	A <u>4</u> B <u>4</u> C <u>4</u> D <u>4</u> E <u>1</u> F <u>4</u>	Choose best course of action " " " N/A Choose best course of action

UCS Evaluation Report
Rapport d'évaluation sur la NGC

Evaluation/Évaluation

Element Élément	Co-ordinates Coordonnées	Short Explanations/Brèves explications
9. Communication Communication	A <u>3</u> B <u>4</u>	Implicit as important as explicit Presents complex, persuasive arguments.
10. Motor and Sensory Skills Habilités motrices et sensorielles	1	Basic
11. Intellectual Effort Effort intellectuel	B3	Medium constraints (financial, political, time pressures) Applies standard, analyze options to improve.
12. Sustained Attention Attention soutenue	A1	Normally can focus on 1 thing at a time. Can choose how & when.
13. Psychological/ Emotional Effort Effort psychologique/ émotionnel	B2	Control over some but not all work demands with moderate intensity. (Political /controversial pressures).
14. Physical Effort Effort physique	B2.	Frequent substantial exertion. (facility inspections)
15. Work Environment Environnement de travail	A <u>2</u> B <u>3</u>	On occasion, moderate psycho On occasion, moderate physical.
16. Risk to Health Risque pour la santé	2	Managed with higher risk to injury - travel to remote sites - facility inspections.

Quality of Work Description - Qualité de la description de travail

Section	Short Explanations/Brèves explications

To Rate the Quality of a Work Description:

Indicate the extent to which the work
description was easy to rate by selecting
one of the following choices:

- 1 = easy to evaluate
- 2 = somewhat difficult to evaluate
- 3 = not rateable

**Pour évaluer la qualité de la description
de travail:**

Indiquez dans quelle mesure la description
de travail a été facile à évaluer en
choisissant l'un des numéros suivants:

- 1 = facile à évaluer
- 2 = assez difficile à évaluer
- 3 = impossible à évaluer



To
A ► Kim Crossland
Regional UCS Coordinator
Maritimes Region
Dartmouth

From
De Maurice H. Girouard
Regional Director
Small Craft Harbours
Maritimes Region

Security Classification - Classification de sécurité
Unclassified/Non classifié
Our File - Notre référence
Your File - Votre référence
Date
January 2nd, 2001

Subject
Objet ***Business Manager Position, SCH Maritimes Region***

A review and rewrite of the regional generic UCS job description for the 11 Small Craft Harbours Business Manager positions 07395, 13665, 13666, 13668, 13669, 13670, 13671, 13672, 13673, 13674, and 20612 has been completed and is now being resubmitted for evaluation and classification under UCS.

This document reflects required changes to the description as a result of the review carried out with the UCS exercise. This new description better describes the duties and responsibilities of the Business Managers in the Maritimes Region.

It is also clear that there is substantial change between the earlier evaluated original description and this new document. Subsequently, I would appreciate that this new description be reevaluated so that the new duties and increased responsibilities are rated according to the factors and elements of UCS.

Should you wish to discuss the issue further or require a contact person during the evaluation, please advise me ASAP so that we may attempt to finalize this outstanding issue.

Maurice Girouard

Attachment (Generic j.d.)

Canada

Crossland, Kim

From: Cormier, Monique (SCH)

Sent: January 3, 2001 5:03 PM

To: Crossland, Kim; Smith, Wendy

I am forwarding the revised UCS description electronically for the 11 Business Managers in the Small Craft Harbours Branch as it was forwarded by courier to you today.



BMjob-resubmission.do

c



13673.UCS

Business Manager

Department/Agency:	Department of Fisheries and Oceans
Section:	
Division:	
Branch:	Small Craft Harbours
Geographic location:	
Security clearance	Basic reliability
Language requirements:	Bilingual: CCC / CCC
Departmental use:	sample 145

Immediate supervisor:	Area Chief (21538)
------------------------------	---------------------------

Version: Final	Date last updated: 2001-1-3
Classification:	
Effective Date of Decision:	
Model identifier:	

Client-Service Results

Implementing program and policy initiatives to various fishing industry stakeholders and the general public with respect to the management of harbours.

Key Activities

- Implements national and regional policy, procedures, management and budgetary control for a system of commercial fishing and recreational harbours.
- Provides extensive training and business advice to incorporated harbour authorities and appointed harbour managers.
- Negotiates, drafts and recommends for approval commercial and harbour authority leases, subleases and lease amendments.

- subleases and lease amendments.
- Negotiates and approves individual harbour authority business plans, budgets and financial statements and provides specific advice regarding business proposals for projects.
- Manages and coordinates a construction program.
- Conducts, initiates and assists in the coordination of the divestiture and privatization of recreational and commercial fishing harbours not intended for harbour authority management.
- Controls management and enforcement activities associated with the operation of real property and facilities.
- Identifies, coordinates and recommends the acquisition of real property that is required for management and operation of commercial fishing harbours, as well as to make harbour property marketable for divestiture.

Employee's statement:

I have been given the opportunity to comment on this work description.

Employee's signature

Date

Supervisor's statement:

This work description accurately describes the activities and demands of the position.

Supervisor's signature

Date

Authorization:

Manager's signature

Date

Work Characteristics

Responsibility

(1) Information for the Use of Others

Provides information and advice to various fishing industry stakeholders, the general public and harbour managers with respect to the Small Craft Harbours' program and policies to assess the impact and to

managers with respect to the Small Craft Harbours' program and policies to assess the impact and to develop options for future harbour management. This often involves explaining complicated policies, procedures, and standards which involves transforming information into alternate forms in order that it can be fully understood by a varying audience.

Researches and analyses present harbour information and provides advice to the Area Chief to assess the impact and feasibility of various harbour management options. Makes specific recommendations that can affect the livelihood of individual persons and coastal communities.

Provides specialist advice and disseminates information to incorporated Harbour Authorities, and assists harbour authorities and federally appointed harbour managers in developing methodologies and standards in such matters as preparation of project proposals, business planning, revenue generation, financial and resource planning and management, tax provisions and reporting requirements, property management, legal and enforcement issues, environmental practices and compliance, liability insurance, legislative obligations, technical matters such as construction standards, specifications and methodologies, and administrative matters such as tendering, procurement, contracting for services, inventory control, computer operations and human resource practices to ensure successful operation and economic sustainability.

Gathers, synthesizes, and produces background and site specific information used by the Area Chief in preparing draft ministerial correspondence from a complex variety of information for the Ministerial Correspondence Unit in order to answer specific inquiries directed to the Minister's office. Elaborates on particular issues and conflicts that are politically sensitive and transforms information into concise terms, and in the appropriate tone sought by the Minister, to explain and defend government programs and policies to the Canadian public.

Researches socio-economic and environmental background information and produces environmental assessment reports for projects in accordance with the Canadian Environmental Assessment Act. The reports are made available for general public perusal and critique through the national habitat tracking referral system. Has delegated authority to make decisions to sign-off and approve environmental ratings for minor works projects and property leases and is accountable to the Minister and the general public for such decisions.

Provides general technical advice and assistance to individuals, appointed harbour managers and groups on minor construction and repair projects being considered for structures leased by the Department to incorporated harbour operators, but still under federal ownership. This can involve breaking down complicated construction and permitting processes into simpler step by step operations, as is necessary to ensure individuals and operating groups, have the knowledge and skills they require to successfully complete projects to established regulations, codes, and standards. Provides leadership to HA groups in preparing detailed project submissions which conform to established format and provides the HA with the best chance for funding approval.

(2) Well-Being of Individuals

There is no specific requirement for this.

(3) Leadership of Human Resources

Leads and coordinates branch participation in multi-disciplinary groups involving federal and provincial government agencies, working groups, project teams and various client groups to provide information on harbour authority programs and policies, and to develop overall management and business plans for harbour authorities.

Leads incorporated Harbour Authorities in human resource planning including the recruitment of volunteers, students and employees, and consultants required to support the Harbour Authority program. This includes developing work plans and priorities, proposing terms of reference, evaluating performance and creating alternate plans to accomplish objectives.

Leads Harbour Authorities in business planning, environmental management planning, project proposal formulation, financial management, harbour operations and other management practices to ensure their long-term viability and success.

Provides initial and ongoing training of harbour authority directors and members on such matters as corporate structure and bylaws, business, legal, real property and administrative matters associated with the operation of a Harbour Authority.

Assists the Area Chief and participates in multi-disciplinary project teams consisting of intergovernmental personnel, private consultants and client groups for environmental assessment, design, implementation and management services for a variety of major construction projects, includes proposing and developing terms of reference, negotiating consultant fees, approving contracts, providing ongoing monitoring, and reviewing standards.

Leads and co-ordinates Harbour Authorities in the development of their Environmental Management Plans, approves plan and provides ongoing monitoring to ensure compliance with federal regulations and policies.

Leads, assigns and directs the work of Public Works and Government Services staff, private consultants, client groups and other contractors involved in construction and maintenance projects. This involves leading and providing direction on project deliverables, direction on timing and alternatives for project implementation, direction on acceptance of work, direction on changes to the scope of work to be undertaken and organization and chairing of discussions to resolve project issues. This activity is not shared for projects up to \$15K and is shared with the Area Chief for projects in excess of \$15K.

Assists regional staff and the Area Chief in the initial training of new persons in the organization on such matters as corporate structure, administrative practices, business, operational and legal issues associated with the Small Craft Harbours program. This is a shared responsibility.

Provides management and operational guidance to incorporated recipient groups that propose to assume responsibility and eventual ownership of Federal harbours formerly under government jurisdiction. Plans and establishes self directed work teams consisting of interdepartmental representatives to assign divestiture projects. This is a shared responsibility.

4) Money

BUDGETING:

As a responsibility centre manager, manages, plans and budgets for a construction program as well as an operations and maintenance budget. Provides financial advice and makes recommendations for prioritization of projects, including cost benefit and risk analyses. The incumbent has considerable latitude and flexibility to arrange and manage financial resources to most successfully impact on program deliverables within the area of responsibility.

Participates in area budget preparation and management including providing recommendations for the area Small Craft Harbours' budget, providing financial advice and making recommendations for prioritization of projects, including cost benefit and risk analyses. Plans and budgets for the allocated harbour operation and maintenance budget of the Small Craft Harbours' program. On an ongoing basis monitors status, reallocates funds within budget to compensate for changes, and conducts financial planning, forecasting and reporting. Has considerable latitude to allocate and reallocate funds from one project to another or between harbours.

Provides specialist advice and recommendations to private incorporated harbour authorities, federally appointed harbour managers and recipient groups on preparing and managing operational budgets to ensure their successful operation long term sustainability.

MANAGING MONEY FLOW:

Determines and negotiates commercial lease and licence annual rents with private commercial operators based on Treasury rd guidelines and market value appraisals. Monitors and tracks commercial leases and licences issued and payments received, advises the responsibility centre on outstanding accounts and recommends the appropriate action including enforcement and writing off debts. Assists harbour authorities in soliciting financial contributions from other Federal, Provincial, Municipal and private sources for cost-shared projects with private incorporated harbour authorities and recipient groups. Provides specialist advice recommendations to private incorporated harbour authorities and recipient groups on devising a service fee schedule, determining commercial sub-lease and licence annual rents, and collection of accounts based on specific site and local market conditions and knowledge of other harbour operations, and to reduce the demand on the Small Craft Harbours program budget.

SPENDING:

Is a responsibility centre manager with full signing authority to allocate funds among line objects and manages construction and an operations and maintenance budget. Identifies, tenders, awards and administers all maintenance and service contracts within allocated budget. Is accountable for expenditures associated with a broad range of activities relevant to harbour management and the operating and administrative resources required to manage the Harbour Authority Program including sole source authority in dealing with harbour authorities. Has freedom to reallocate funds within financial authority and in compliance with Treasury Board guidelines. Identifies, tenders, awards and administers contracts within allocated budget., verifies goods and or services are received and processes progress claims and final invoices. Coordinates and recommends on the real property acquisition budget

progress claims and final invoices. Coordinates and recommends on the real property acquisition budget for the portfolio of harbours. Commits funds and recommends paying funds in the form of grants and contributions and joint project agreements. Purchases goods and services using government credit cards and accounts for all expenditures. Provides specialist advice and recommendations to private incorporated harbour authorities and recipient groups on tendering and contracting for goods and services, as well as processing claims and invoices and auditing requirements.

(5) Physical Assets and Products

Operates and maintains real property, harbour infrastructure and related equipment used by the commercial fishing stakeholders and the public in harbours that are still managed directly by Small Craft Harbours. These assets are extremely valuable and very difficult to replace due to budget limitations and program inflexibility due to commitments to other projects. Safety of harbour users and clients using harbour facilities is of utmost concern to the branch.

Takes temporary custody of, and protects seized equipment, vehicles and vessels, gathered by branch during enforcement actions and investigations, to be used by the Crown during prosecution. This property becomes the responsibility of the branch, cannot be replaced, and is used in court as evidence.

Operates, maintains and cares for assets included in own work such as a personal computer, cellular telephone, office furniture, cameras, files, supplies, and software. These assets are not used by other staff and can be replaced, but at a considerable cost to Small Craft Harbours.

(6) Ensuring Compliance

As an enforcement officer pursuant to the Fishing and Recreational Harbours Act and Regulations, conducts routine inspections of harbour usage including that of fishers, commercial operators, lessors, and the general public to ensure compliance with regulations related to real property and environment issues, in order to ensure the safety of the harbour users general public and to protect the environment. Compliance and enforcement activities are performed by examining a wide range of various options and statutes available to determine the most appropriate course of action. Duties require examining complaints, taking evidence, issuing warnings and recommending whether to pursue prosecution, and providing sworn testimony. Responsibility is shared. conducts on-site audits and evaluations of Harbour Authorities' business and real property management practices to ensure compliance with the Canada Business Corporations Act and the Small Craft Harbours' lease in order to protect the interests of general public and fishing industry stakeholders in terms of safety and providing nondiscriminatory public access. negotiates compliance schedules and implementation, among a wide number of options available, for violators using own government, precedents and established practices. Consults with supervisor regarding difficult situations.

Conducts on-site audits and response to public complaints pertaining to recipient groups to ensure compliance with the covenants associated with the transfer of real property under the devolution program in order to ensure nondiscriminatory access and that the transferred assets continue to be operated in accordance with the conditions of the transfer agreement. Negotiates compliance schedules and implementation among a wide number of options available for violators using judgment, precedents

and implementation among a wide number of options available for violators using judgment, precedents and established practices. Responsibility is shared.

Skills

(7) Job Content Knowledge

Knowledge of inter-personal communication and negotiation principles, accompanied with problem solving techniques and an ability to analyze complex issues and develop innovative and viable solutions, is required when investigating problems and advising privately incorporated harbour authorities on organizational alternatives, property management and facility development options, business, legal, financial and construction issues

Knowledge of principles, practices, and techniques of leadership to effectively provide and coordinate the efforts of diverse ups towards common goals.

Knowledge of enforcement including investigative techniques and legal processes associated with the application of the Fishing and Recreational Harbours Act and Regulations, maritime, contract, tort and common law is required to carry out enforcement duties, investigate claims against the Crown and to provide specific advice to Harbour Authorities, the general public and management on land control and enforcement issues.

Knowledge of the principles and practices associated with real property management as it relates to custodial Federal property, including legal, administrative, and management techniques, procedures, and responsibilities is required to effectively operate harbours and to provide specific advice to Harbour Authorities.

Knowledge of all real property acquisition and disposal methods including legal and property terminology; methods and procedures and the ability to read and interpret survey plans, deeds and descriptions in order to address client and legal requirements for management of harbours and implementation of construction projects.

Knowledge of environmental assessment responsibilities and techniques, development and use of safety plans and environmental management plans, harbour standards, regulatory requirements, facility inspection techniques and construction methodologies, including the ability to read and interpret construction drawings and specifications in order to analyze complex situations and vide specific advice to Harbour Authorities, management, contractors, consultants and regulatory agencies. Knowledge of project management, planning, implementation, critical time line analysis, negotiation approaches, and report writing to manage a construction program is also essential to the successful operation of a system of harbour authorities.

Knowledge of principles, practices, authorities, and accountabilities of financial management including processes for budgeting, forecasting, cost benefit analyses, business planning, cost recovery, managing money flow, and conducting expenditures to provide advice to Harbour Authorities and to exercise

money flow, and conducting expenditures to provide advice to Harbour Authorities and to exercise financial control over allocated budget.

Knowledge of financial audit procedures, standards and reports to provide input into and assist in reviewing audit activities.

Requires knowledge of computer software, the internet and data entry programs, including Microsoft Word, Powerpoint, Excel, Explorer electronic mail, National Oracle databases including ABACUS, FRMS, HRTS and SIP in order to gather information, prepare correspondence, produce reports and input data.

(8) Contextual Knowledge

WORK UNIT

Extensive Knowledge of the mandate and priorities of Small Craft Harbours' related to the reduction of operating expenditures through partnerships or devolution exercises and new business arrangements with clients through the Harbour Authority initiative. Knowledge of respective roles of national and regional staff on all management and operational issues is important in developing effective working relationships, selecting the best course of action, and providing a unified approach to issues. Knowledge of investigative techniques to ensure enforcement and evidence gathering procedures are conducted correctly and legally. Knowledge of the media, their interests and unit protocols to ensure accurate information on the activities of the unit are presented accurately and professionally. Knowledge of collective agreements, travel directives, standards, procedures, guidelines and unit culture to provide leadership to staff. Knowledge of inventory control and accountability standards to ensure asset utilization is managed and used for its intended purpose.

DEPARTMENT

Knowledge of the culture, values, organization, mandate, policies, programs and objectives of the department, in support of the departmental vision and oceans strategy initiative in order to provide informed advice and recommendations to Harbour Authorities. Knowledge of departmental policies and contacts and points of reference is required in order to understand a best course of action and how it will impact on the Small Craft Harbours' mandate and program initiatives. Knowledge of the interaction between branches such as finance, communications, personnel, informatics, contracting, habitat management, and their advisors and directors to ensure contact is made with the person(s) responsible for any particular component of an initiative to ensure information is received in a timely manner.

OTHER DEPARTMENTS

Department of Public Works and Government Services Canada (PWGSC) to understand their role in the disposal of federal government real property to ensure compliance with Treasury Board guidelines; Department of Environment (DOE) to understand the various environmental acts and regulations and to understand and support the role and responsibility of SCH in adhering to environmental legislation, particularly related to land management; Transport Canada, Harbours and Ports directorate, to understand the linkages between its mandate to manage and operate federal commercial ports and the SCH mandate to establish a cooperative working relationship particularly as relates to the operations of

SCH mandate to establish a cooperative working relationship particularly as relates to the operations of harbours with shared jurisdiction. Indian and Northern Affairs Canada (INAC) to understand its mandate and role relevant to associated land claims and real property issues in respect to aboriginal communities. This knowledge is particularly significant to the SCH program in respect to the management and disposal of federal real property at harbours that may be the subject of land claims or related treaties with aboriginal groups; Human Resources Development Canada programs to access financial and human resources to assist in furthering the aims of Harbour Authorities through the development of partnership arrangements. This knowledge is essential in providing the best advice, recommendations and direction to all harbour users in areas where each of these agencies are involved and decisions have to be made on a best course of action on many management issues.

CANADIAN PRIVATE AND OTHER PUBLIC SECTORS

Knowledge of the roles, responsibilities, and programs of Provincial Departments and Municipal units and officials to provide assistance and consultation on the Harbour Authority and divestiture initiatives. Knowledge of the political, cultural, and socio-economic status of the communities in the assigned portfolio to facilitate in the planning for the implementation of the Harbour Authority or divestiture initiatives, and for ongoing service delivery. Knowledge of local politicians, special interest groups and the identity of community leaders to seek and provide consultation on policy issues. Knowledge of the trends and developments in the fishing industry that will impact of the Small Craft Harbours' initiatives, and in order to forecast changes in the management options and levels of service required for commercial fishing harbours.

LEGISLATION / REGULATIONS

Knowledge of the content and underlying principles and intent of the following Acts and Regulations, as they apply to management and operation of real property and facilities, and to be able to minimize risks and to formulate a due diligence legal defense in the event of prosecution for violations of specific statutes and against civil suits:

Fishing & Recreational Harbours Act And Regulations and the Federal Property Traffic Act to manage, to ensure health and safety of harbour users, provide advice to lessees and Harbour managers and users, to implement construction and repair projects, and to acquire and divest property.

Canada Business Corporations Act (Part 2) to ensure compliance under the Act by the Harbour Authorities to maintain their legal incorporation entity and ensure that the necessary reports and documentation is received from the Harbour Authorities.

Provincial and territorial acts, regulations, policies and procedures governing environmental protection and habitat management to ensure compliance of harbour transfer and management activities.

Financial Administration Act to ensure compliance of lease agreements, real estate transactions, construction and surveying projects, procurement, invoicing and expenditure procedures.

Federal Real Property Act and Regulations to conduct, monitor and evaluate land acquisition, leasing and disposal.

Federal and provincial legislation, property law, contract law and leasing procedures to ensure that

Federal and provincial legislation, property law, contract law and leasing procedures to ensure that transactions are appropriately managed in their respective jurisdictions.

Federal and provincial legislation and agreements governing transfer of lands, resources and programs to First Nations to ensure that SCH agreements are in compliance.

Federal laws governing environmental protection, enforcement and the safe and responsible operation of harbours (e.g., Navigable Waters Protection Act, Canada Shipping Act, Canadian Environmental Assessment Act, Environmental Protection Act, Harbours and Ports Act, Public Works Act) to manage operations, and to ensure that the Crown's interests are defended in construction and real estate transactions.

(9) Communication

COMMUNICATION OUT:

Presentation and public speaking skills are required when articulating policy information, reports, and recommendations to fishing industry stakeholders and public clients. This often requires interpreting policy in order to present arguments and dissuade individual biases as well as explaining and altering specialized legal and technical terminology so that it can be fully comprehended by various audiences.

Verbal and presentation skills are required to negotiate leasehold interests with incorporated groups and commercial operators. This requires skill in interpreting Treasury Board guidelines and explaining specialized legal terminology in order that information can be fully comprehended by the lessee. This requires skill to negotiate and persuade the lessee with respect to specific clauses in the lease, lease boundaries, and lease rates.

Writing skills are required to prepare correspondence to clients and to prepare various reports, draft background and site specific information necessary for ministerial correspondence and fact sheets. This requires skill in interpreting information and explaining complicated and sensitive issues.

Verbal skills are required to present the assigned functions in wide ranging consultations with client groups, regional officials, and other government departments to explain policies, priorities and activities, negotiate issues, obtain input and gain agreement and cooperation to handle sensitive situations. Depending on the client groups, the message must be altered and simplified in order to be understood and effective.

COMMUNICATION IN:

Active Listening skills to interpret body language, tone of language and other non-verbal communications, recognizing the different meanings these have for persons of different cultural origins and on the basis of the circumstances in which the information was provided, to understand the intent and the complexities of the message being transmitted by people with whom the individual must interact within the Department., clients, fishing industry representatives, service providers, other governmental organizations, and non-governmental organizations in developing networks and partnerships to provide quality client services. Due to the complexity of the message and terminology, the emotional and confrontational circumstances and environment in which interactions evolve and the variety of

confrontational circumstances and environment in which interactions evolve and the variety of audiences, an understanding of the implicit component of the message is as important to the meaning of the message as the explicit component. Observation skills to read between the lines when conducting public information sessions and to adjust delivery to the respective mood of the audience.

Reading and interpretive skills to gather and synthesize key information from legislation, departmental policies and directives, contracts, surveys, leases, complex and ambiguous common law, legal documentation and then presenting information in a format and terminology that can be easily understood and utilized by the staff, general public, Harbour Authorities, organizations, clients, and community representatives, to promote comprehension and awareness and to ensure that the requirements for the development, management and enforcement of the SCH program is understood. e. Reading skills to digest information and demands from groups or individuals and review proposed responses to ensure that they contain accurate information.

Listening and interpretation skills are required when receiving information and feedback from industry representatives, the Area Chief, colleagues and contractors in order to retain salient points, synthesize information on complex issues, and gauge underlying intentions.

(10) Motor and Sensory Skills

In the course of travel and enforcement duties, there is a requirement for dexterity and coordination to embark and disembark vessels, and land vehicles while carrying equipment, and to inspect harbour infrastructure.

Manual dexterity and coordination skills are required for the daily operation of a computer keyboard in the preparation of correspondence, reports and inputting data. Dexterity is required to operate other office equipment such as photo copiers, fax machines and cellular telephones.

Effort

(11) Intellectual Effort

Developing strategies, practices and approaches to govern the negotiation and consultative processes with fishing industry stakeholders and the public involved in the implementation of the Harbour Authority policy. The work is performed under departmental time line pressures to achieve imposed goals, involves dependence on other government departments and agencies, client pressures for information, conflicting stakeholders interests and changing policy interpretations.

Analyzing the associated business and operational plans of the established Harbour Authorities to evaluate their effectiveness from a management, operational, business, and legal perspective and directing corrective measures through consultation or direct intervention. This work is performed under time line pressures imposed by the department, individual biases against the department, and client

time line pressures imposed by the department, individual biases against the department, and client reluctance to change to comply with directives.

Negotiating the resolution of differing interpretations as they arise in the administration of harbour authorities, including enforcement procedures, data collection, and collection of revenues from fees and services. The work is performed without the benefit of established practices and precedents and without the availability of human resources required to meet imposed goals and deadlines.

Intellectual effort must be applied in the management of a construction program to analyze requirements for program expenditures, prioritize project requests for funding, and for the preparation of project proposals. The work is performed under time line pressures imposed by the department and clients, weather and climatic conditions, and the dependence on other government departments and agencies. There is a constant requirement to analyze an on-going number of project requests, seek or create solutions from a large number of options, and to make unbiased funding decisions with limited program funding.

Managing a minor construction program under tight work schedules, funding pressures and ever increasing service demands can be quite complicated when consideration must be given to construction standards, available working season for marine projects, developing environmental requirements, as well as concerns and priorities of other federal and provincial regulatory agencies. In addition, fishing seasons, quotas, vessel and gear types must be fully understood to meet client needs. The analysis of this information is complex and time consuming and the incumbent is required to develop construction options taking all these concerns into account. This is further complicated by a natural resistance to accept anything new or of a different standard than clients have been used to in the past.

Developing strategies and options unique to each situation in order to conduct sensitive negotiations with client groups regarding the short and long term development, management and divestiture of real property. The work is performed under departmental time line pressures to achieve imposed goals, dependence on other government departments and agencies, client pressures for information and legal interpretations, conflicting stakeholders interests, and negative public opinion against overall government fiscal restraint and downloading policies.

(12) Sustained Attention

The work requires long periods of sustained attention when operating a motor vehicle in order to concentrate on the road while driving. There are frequent interruptions with calls from cellular telephones which increase the risk of accidents. This work takes up to twenty percent of the incumbent's time on an ongoing basis, due to the geographic size of the area of responsibility.

The requirement to maintain attention while attending public and internal business meetings as a leader and participant requires sustained attention to comprehend and interpret information and to contribute effectively to a variety of complex initiatives and concerns. These activities consume twenty five percent of the available time.

The requirement to read, comprehend and respond to a variety of correspondence demanding different levels of interpretation and levels of response, consume twenty five percent of the available time.

3) Psychological/Emotional Effort

Psychological/emotional effort is needed to remain impartial and composed when dealing with conflicts and disagreements in discussions with Harbour Authorities, community representatives, user groups and contractors to obtain and exchange information regarding operational issues or enforcement and safety incidents. Due to the sensitivity of the commercial fishing industry, sometimes emotions can run high and there is little or no control over the number of clients, duration and frequency of incidents or how individuals choose to express their emotions. Enforcement activities can be very sensitive and may result in a very emotional or hostile reaction and interaction from those involved. Where clients believe that their livelihood is being threatened, there are strong emotional reactions and persons tend to act first and think of the consequences later. Every incident must be assessed independently and the incumbent has no way of predetermining public or individual reaction to enforcement interventions. Diplomacy is required often to deflect criticism directed at other programs and to avoid disclosing confidential information.

Psychological/emotional effort is required to deal factually and promptly with sensitive, highly political and controversial issues relating to the development, management and enforcement of the Small Craft Harbours program and to respond to questions presented by representatives of industry related organizations or their legal representatives who have concerns with decisions rendered and other issues, and to explain and defend political and departmental direction, policies and regulations. In many instances, the information that the incumbent is dealing with is very politically sensitive. The interaction with Harbour Authorities, fishing industry representatives, project committees, partners and stakeholders, task groups or individuals creates considerable psychological and emotional pressure due to strong and varied points of view and opposing positions. Individuals making requests in person or by telephone, or in reaction to information provided that is in opposition to their position, can become hostile, abusive, threatening, or very emotional; under these circumstances, it is necessary to keep a professional composure, be empathetic but not become emotional, and bring the issue and conversation to a fruitful resolution. Considerable judgement is required to assess and analyze situations and quickly respond with appropriate solutions to address issues, which causes psychological pressure.

(14) Physical Effort

On a daily basis, the work involves long periods of sitting to read a variety of hard copy and electronic information, to operate a personal computer and to analyze problems and offer suggested solutions.

On a frequent basis, the work involves visiting harbour locations where construction activity is occurring, climbing on and off vessels, wharves and harbour facilities to carry out facility inspections. This requires the provision of protective and safety equipment including safety boots, life jackets, gloves and hard hats.

There is a weekly requirement to attend meetings and stand for long periods of time in directing discussions or to sit for extended periods recording information.

There is a frequent requirement to visit remote harbour locations and communities to attend meetings. This involves prolonged periods of driving alone and sitting in one position, as well as a requirement to

This involves prolonged periods of driving alone and sitting in one position, as well as a requirement to travel on helicopters, small planes and vessels.

The work requires stamina and concentration to work extended and irregular hours to meet operational demands and accommodate client needs.

Working Conditions

(15) Work Environment

Psychological Work Environment:

The work is performed in both an office and external environment. There is a continuous requirement to deal with imposed deadlines from the completion of reviews, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, and politically sensitive issues associated with programs and policies.

The work involves attending on site meetings at many varied locations with community groups, Harbour Authorities, and the general public several times a week, many of which are of a sensitive nature and pose a requirement to deal with angry, distressed, and confrontational people in enforcement situations.

Physical Work Environment:

The work involves continuous exposure to noise and frequent interruptions from staff, callers, and visitors, as well as exposure to glare from computer monitors during long periods of keyboarding. The work also involves continuous exposure to harbour and construction sites. The on site work involves continuous exposure to inclement weather, extremes of heat and cold, dust, fumes and noise. Occasionally there is a requirement to climb ladders, board vessels and walk over rough terrain in all weather conditions. There is a requirement to wear safety and protective clothing when visiting construction sites and inspecting harbour facilities.

There is a frequent requirement to work unpredictable and uncontrollable hours to deal with time lines imposed by third party meetings and/or locations. The work involves attending occasional meetings in sometimes remote harbour locations. Many incidents result from extreme weather conditions and must be inspected and resolved during the event.

The work requires extended periods of driving alone, and in all weather conditions, both day and night.

(16) Risk to Health

Repeated travel on a weekly basis involves driving a vehicle for extended periods of time, often to remote locations during inclement weather and on sub-standard road conditions, causes muscular pain

remote locations during inclement weather and on sub-standard road conditions, causes muscular pain in the back and shoulders, eye strain and fatigue and increases the risk of highway accidents.

Daily exposure to continuous meetings and phone calls, imposed deadlines, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, politically sensitive issues, and uncontrollable hours cause high stress levels that can lead to severe psychological and physical problems.

Visiting remote harbour locations alone and carrying out inspections of unsafe and derelict harbour infrastructure poses a risk to personal safety.

The office work environment is characterized by occasional visits from angry, distressed and confrontational individuals or groups of people that sometimes take over the office for extended periods of time. The unpredictability of this type of working environment leads to stress and anxiety, as such disruptions affect imposed deadlines and client service and increases the possibility of physical confrontations.

There is occasional exposure when confronting individuals or groups of people to carry out enforcement roles. This type of work leads to stress and anxiety, as often such individuals are agitated, threatening and confrontational, and poses the risk of physical harm.

The frequent use of finger and wrist muscles to enter data on a computer keyboard and produce correspondence, reports, environmental screening, contribution documents, can cause muscular pain.

Report ID: GC7PM015

AS OF DATE / EN DATE DU : 2001-04-01

Position / Poste : 00060955 Business Manager

Work Description / Description de travail : 0000037199 Business Manager

----- P o s i t i o n I n f o r m a t i o n / D o n n é e s s u r l e p o s t e -----

Effective Date / Date effet : 2001-04-01
Action Reason / Motif action : A Change of duties / Changement dans les fonctions
Abolish by/End of Term / Proch. rév./abolition :
Business Unit / Entité : CNDFO Fisheries & Oceans BU / Pêches & océans entité
Job Code / Code emploi : 516929 Business Manager
Reg/Temp / Permanent/temp. : R Regular / Permanent
Full/Part Time / Temps plein/partiel : F Full-Time / Temps plein
Manager Level / Niveau direction : 8 All Other Positions / Autres postes
NOC / CNP : 1221 Administrative Officers / Agents administratifs
Location / Emplacement : 131504
Geographic Location / Lieu géographique :
Department / Service : 70300 Area Dir. Tracadie-Sheila, NB. / Dir. sect-Tracadie-Sheila, NB
Reports To / N° poste responsable : 00069179 Area Chief SCH & Assets
Security / Sécurité : 2 Reliability / Fiabilité
Applied By ID / Appliquée par (Id) : 067146 Yvonne Dominey
Applied By Date/ Appliquée par (Date) : 2002-02-26
Remarks / Commentaires :
Previous Position No./No. poste antérieur : 00013667

----- D e c i s i o n I n f o r m a t i o n / D o n n é e s s u r l a d é c i s i o n -----

Decision # / N° décision : 0000054688 Effective Date / Date effet : 2001-04-01
Decision Reason / Motif décision : UPD
Class Code / Code classification : PM 04
Function / Fonction : /
Eval Process / Processus évaluation : 01 W/O Comm. / SansComité
Posn Class Auth / Autor. classif. poste : 2 Departmental / Ministère
Class Accred # / N° accréd. classif. : 97007 Lisa Peck
Class Auth Dt / Date autor. classif. : 2002-02-26
Next Review Dt / Date proch. rév. : 2007-02-26
Remarks / Commentaires :
Management-Directed Classification Decision/
Décision Dirigée par la gestion : N

----- F a c t o r C o d e C o o r d i n a t e P o i n t s / C o d e f a c t e u r C o o r d o n n é e s P o i n t s -----

Factor	Description	Description	Coordinate	Coordinate
Code			Coordonnées	Points
Facteur			Coordonnées	Coordonnées
01	Knowledge	/ Connaissances	C2	224
02	Decision Making	/ Prise de décisions	B2	146
03	Operational Responsibility	/ Responsabilité opérationnelle	C	40
04	Contacts	/ Contacts	3	110

Total Coordinate Points / Total des points des coordonnées 520

Supervisory Factor / Facteur surveil.: X

----- S t a f f R e l a t i o n s / R e l a t i o n s d e t r a v a i l -----

Essential Services / Service essentiels : 0 Position not essential / Poste non essentiel

Proposed / Proposé : N Effective Date / Date effet : 1998-09-13

Exclusion / Exclusion : 10 Not excluded/Not essential / Non-exclu, non-essentiel

Proposed / Proposé : N Effective Date / Date effet : 1998-09-13

----- O f f i c i a l L a n g u a g e s / L a n g u e s o f f i c i e l l e s -----

Effective Date / Date effet : 1996-04-01
Lang. Req. Posn / Exigences ling. poste : 1 Bilingual / Bilingue
Imp. St. Ind. / Ind. dot. impér. : 3 Indispensable Bilingual Posn / Poste bilingue indispensable
Office Code / Code bureau : 2256 Tracadie - Fish Mgt/ C&P

	English / Anglais	French / Français	
Reading / Lecture	C	C	
Writing / Écrit	C	C	
Oral / Oral	C	C	
Com. Serv. Public / Services au public	1	English and French	/ Anglais et français
Com. Pers. Serv. / Services personnels	0	Not required	/ Non requis
Com. Cent. Serv. / Services centraux	1	English and French	/ Anglais et français
Com. Supervisory / Superviseurs	0	Not required	/ Non requis
Com. Grievance / Grievs	0	Not required	/ Non requis
Com. Other / Autres	1	English and French	/ Anglais et français

----- D e l e g a t i o n / D é l é g a t i o n -----

Effective Date / Date effet :
HR Delegation Level / Niveau délégation des RH : /
Effective Date / Date effet :
FIN Delegation Level / Niveau délégation fin : /

Report ID: GC7PM015

AS OF DATE / EN DATE DU : 1998-09-13

Position / Poste : 00060955 Business Manager
Work Description / Description de travail : 0000037199 Business Manager

----- P o s i t i o n I n f o r m a t i o n / D o n n é e s s u r l e p o s t e -----
Effective Date / Date effet : 1998-09-13
Action Reason / Motif action : UPD Update a Position / Mise à jour données poste
Abolish by/End of Term / Proch. rév./abolition :
Business Unit / Entité : CNDFO Fisheries & Oceans BU / Pêches & océans entité
Job Code / Code emploi : 516929 Business Manager
Reg/Temp / Permanent/temp. : R Regular / Permanent
Full/Part Time / Temps plein/partiel : F Full-Time / Temps plein
Manager Level / Niveau direction : 8 All Other Positions / Autres postes
NOC / CNP : 1221 Administrative Officers / Agents administratifs
Location / Emplacement : 131504 Tracadie
Geographic Location / Lieu géographique : 131504 TRACADIE
Department / Service : 62960 Chief, SCH, PEI
Reports To / N° poste responsable : 00055423 Area Chief
Security / Sécurité : 2 Reliability / Fiabilité
Applied By ID / Appliquée par (Id) : 067146 Yvonne Dominey
Applied By Date/ Appliquée par (Date) : 1996-10-10
Remarks / Commentaires :
Previous Position No./No. poste antérieur : 00013667

----- D e c i s i o n I n f o r m a t i o n / D o n n é e s s u r l a d é c i s i o n -----
Decision # / N° décision : 0000054688 Effective Date / Date effet : 1997-04-01
Decision Reason / Motif décision : L
Class Code / Code classification : PM 03
Function / Fonction : /
Eval Process / Processus évaluation : 01 W/O Comm. / SansComité
Posn Class Auth / Autor. classif. poste : 2 Departmental / Ministère
Class Accred # / N° accréd. classif. : 98018 Darlene Nelson
Class Auth Dt / Date autor. classif. : 2000-04-04
Next Review Dt / Date proch. rév. : 2005-04-04
Remarks / Commentaires :
Management-Directed Classification Decision/
Décision Dirigée par la gestion : N

----- F a c t o r C o d e C o o r d i n a t e P o i n t s / C o d e f a c t e u r C o o r d o n n é e s P o i n t s -----
Factor Coordinate Points / Coordinate Coordinate
Code Description / Description Points
Facteur Coordonnées Coordonnées
01 Knowledge / Connaissances C2 224
02 Decision Making / Prise de décisions B2 146
03 Operational Responsibility / Responsabilité opérationnelle C 40
04 Contacts / Contacts 2 70
Total Coordinate Points / Total des points des coordonnées 480
Supervisory Factor / Facteur surveil.: X

----- S t a f f R e l a t i o n s / R e l a t i o n s d e t r a v a i l -----
Essential Services / Service essentiels : 0 Position not essential / Poste non essentiel
Proposed / Proposé : N Effective Date / Date effet : 1998-09-13


Exclusion / Exclusion : 10 Not excluded/Not essential / Non-exclu, non-essentiel
Proposed / Proposé : N Effective Date / Date effet : 1998-09-13

----- O f f i c i a l L a n g u a g e s / L a n g u e s o f f i c i e l l e s -----
Effective Date / Date effet : 1996-04-01
Lang. Req. Posn / Exigences ling. poste : 1 Bilingual / Bilingue
Imp. St. Ind. / Ind. dot. impér. : 3 Indispensable Bilingual Posn / Poste bilingue indispensable
Office Code / Code bureau : 2256 Tracadie - Fish Mgt/ C&P

	English / Anglais	French / Français	
Reading / Lecture	C	C	
Writing / Écrit	C	C	
Oral / Oral	C	C	
Com. Serv. Public / Services au public	1	English and French	/ Anglais et français
Com. Pers. Serv. / Services personnels	0	Not required	/ Non requis
Com. Cent. Serv. / Services centraux	1	English and French	/ Anglais et français
Com. Supervisory / Superviseurs	0	Not required	/ Non requis
Com. Grievance / Grievs	0	Not required	/ Non requis
Com. Other / Autres	1	English and French	/ Anglais et français

----- D e l e g a t i o n / D é l é g a t i o n -----
Effective Date / Date effet :
HR Delegation Level / Niveau délégation des RH : /
Effective Date / Date effet :
FIN Delegation Level / Niveau délégation fin : /

CLASSIFICATION ACTION AND POSITION RECORD **FICHE DE MESURE DE CLASSIFICATION ET DE POSTE**

1. Department Ministère DFO	2. Position Number Numéro du poste 00013669	3. Action Type Type de mesure POS	4. Reason Motif X	5. Effective Date Date entrée en vigueur 01-04-01	6. Position Title Titre du poste BUSINESS MANAGER	7. Position Classification Authority Autorité de la classification du poste 3
8. RATING / EVALUATION						
Factors/Elements Facteurs/Éléments		Coord. / Degree Coord. / Degré		Points		
A. KNOWLEDGE		C2		224		
B. DECISION MAKING		B2		146		
C. OPERATIONAL RESPONSIBILITY		C		40		
D. CONTACTS		3		110		
E.						
F.						
G.						
H.						
I.						
J.						
K.						
L.						
M.						
N.						
O.						
P.						
Total Points / Total des points: 520						
27. AUTHORIZATION / AUTORISATION						
A. Name Nom PECK, LISA						
B. Title Titre HUMAN RESOURCES ADVISOR						
C. Signature 						
28. Accountability Code / Accreditation Number Code d'imputabilité / Numéro d'accréditation / 97007				29. Date 26-02-02		
30. Remarks / Remarques Reclass from PM-03 to PM-04 based on capability with mflld.						
DFO TB330-167 (Rev. 09/96)						

9. Geographic Location Situation géographique 130226	10. Job Number N° d'emploi 0000021323	11. Int. Inc. Tit. prop A	12. Supervisor's Position Number N° du poste du surveillant 00027832	13. Prev. Position Number N° du poste antérieur 435 01026
14. Branch, Directorate, or Division Direction, Direction générale ou Division Chief, SCH, NB		15 a. Security Sécurité 2		
16. Classification Classification PM 04		15 b. Function / Sub-function Fonction / Sous-fonction X		
17. Prev. Classif. Classif. ant PM 03		19. ADM Status Statut de SMA 0		
18. Sup. Factor Facteur de surv. X		20. Eval. Proc. Proc. d'éval 01		
21. Date of Next Review Date prochain examen 26-02-07				

22. DEPARTMENTAL USE / À L'USAGE DU MINISTÈRE									
A.		B.		C.		D.		E.	
F.		G.		H.		I.		J.	
LINGUISTIC INFORMATION / INFORMATION LINGUISTIQUE									
23. Language Requirements of Position Exigences linguistiques du poste 2 (English essential / Anglais essentiel)									
24. Imperative Staffing Indicator Indicateur de dotation impérative									
25. Communication Requirements Exigences de communication									
Serv. to Pub. Serv. au publ.		Pers. Serv. Serv. pers.		Cent. Serv. Serv. cent.		Sup. Func. Fonc. surv.		Others Autres	
2		0		2		0		2	
26. Linguistic Profile Profil linguistique									
English Anglais		French Français		Other Autres		R-L W-E		L-R E-W	
-		-		-		-		-	

31. EMPLOYEE NOTIFICATION / AVIS À L'EMPLOYÉ(E)		32. EXCLUSION	
I certify that the incumbent(s) of this position has (have) been notified of this classification decision. Je certifie que le(s) titulaire(s) de ce poste a (ont) été avisé(s) de cette décision de classification.		Reasons for Exclusion Motifs d'exclusions	
A. Name Nom		10	
B. Title Titre		Designation 33. Code	
C. Signature		34. Date	
		D-J M-M Y-A	
		0 13-09-98	



To
A
Carol Ann Rose
Area Director, SWNB

From
De
Human Resources Operations
Human Resources Branch

Security Classification - Classification de sécurité
Unclassified/Non classifié
Our File - Notre référence
Your File - Votre référence
Date
March 4, 2002

Subject
Objet
NOTIFICATION OF CLASSIFICATION DECISION

Please find attached for your information and records a copy of the Classification Action Form(s) (TB330-167) which indicate(s) that the following classification action(s) has/have been finalized:

- ☐ A new position has been created.
- ☒ A position has been reclassified. If you have not already done so, you may now take the necessary action to fill the positions or appoint the incumbents – please contact Human Resources Operations for assistance and information.
- ☐ A position has been updated or cyclical reviews have taken place.
- ☐ A position incumbency change has taken place. Compensation has been notified. Please ensure the employee (if position incumbered) has been advised.
- ☐ A position has been geographically transferred.
- ☐ An amendment has been made to the last TB330.
- ☐ A position has been deleted.
- ☐ Staffing request package has been forwarded to _____ on _____.
- ☒ Please advise the employee of the results. Employees are entitled to submit a classification grievance within twenty-five (25) working days of the receipt of this notification should they disagree with the group and level to which this position was classified.

M. Dominey
Chief, Human Resources Operation

Att:

Canada

CONDENSED POSITION EVALUATION REPORT
GENERAL USERAPPORT D'ÉVALUATION D'UN POSTE
CONDENSÉ
USAGE GÉNÉRAL

13 positions / 11 incumbents

1. IDENTIFYING INFORMATION - RENSEIGNEMENT D'IDENTIFICATION					
		PRIOR TO DECISION - AVANT LA DÉCISION		AFTER DECISION - APRÈS LA DÉCISION	
(A) POSITION NO. - N° DU POSTE		13665, 13666, 13668, 13670, 13671		Same	
(B) POSITION TITLE - TITRE DU POSTE		13672, 13673, 13674, 20612, 27261, 27263, 13667 Business Manager		Same	
(C) BRANCH - GEOGRAPHIC LOCATION DIVISION - LIEU GÉOGRAPHIQUE		SCH		Various: AD Offices Sydney, Antigonish, Chatham Yarmouth, St. Andrews, Trac. - Shick	
2. REASON FOR ACTION - MOTIF DE LA MESURE					
Reclassification ⇒ Relativity with ^{DFO} NFLD Region					
3. EVALUATION - L'ÉVALUATION					
(a) EFFECTIVE DATE AND/OR DATE OF DECISION DATE D'ENTRÉE EN VIGUEUR ET/OU DATE DE REVISION		(b) CATEGORY CATÉGORIE			
April 1/2001 Y/A M D/J Except 27261 & 27263 us		PM			
(c) GROUP OR SUB-GROUP GROUPE OU SOUS GROUPE					
(d) EXISTING POINTS POINTS EXISTANTS	(e) FACTORS / SUR FACTORS FACTEURS / SOUS FACTEURS	(f) DEGREE	(g) POINTS	(h) RATIONALE - JUSTIFICATION (Including bench mark comparisons - Incluant la comparaison avec les postes-repères)	
224	Knowledge	C2	224	Relativity w/ DFO - NFLD Region (Contacts 110 pts.) Attached	
146	Dec Making	B2	146		
40	Oper. Resp.	C	40		
70	Contacts	3	110		
TOTAL	EXISTING GROUP AND LEVEL GROUPE ET NIVEAU EXISTANT PROPOSED GROUP AND LEVEL GROUPE ET NIVEAU PROPOSÉ	PM-03 PM-04	(i) TOTAL 520	(j) GROUP AND LEVEL GROUPE ET NIVEAU PM-04	(k) POINT CUT OFFS FOURCHETTE DES POINTS 501-610
(l) Other Remarks - Autres Remarques					
Miranda Boudreau, HR Advisor Feb 14/2002					
4. COMMITTEE - COMITÉ					
SPONSORED BY - PARRAINÉ PAR:					
NAME - NOM (PLEASE PRINT - EN LETTRES MOULÉES S.V.P.)		SYMBOL - SYMBOLE		SIGNATURE	DATE
(a)					
(b)					
(c)					
(d)					

10-0490 (05/96)

Addition to Classification Rationale Business Manager

CONTACTS

This position was recently rated as Degree 2, 70 points for Contacts.

In reviewing departmental relativities and additional information from the Manager it is determined that contacts should be increased to Degree 3, 110 points.

SP is required to consult and reach agreement with small craft harbour authorities, representatives and officials from various other departments and agencies related to federal government infrastructure. Consultation and advice is provided on an on-going basis to Members of Parliament, Provincial and Municipal elected representatives. Contacts are made with the media to deal with issues related to small craft harbours, lighthouses, wharfs and other departmental sites. SP is responsible for enforcement under the Fishing and Recreational Harbours Act and requires on-going consultation with officials and law enforcement agencies.

=BM 24, Late and Non-Filer Programs Officer, both positions are required to reach agreement with senior officials of OGD and Agencies and representatives of industries or companies. Both consult and reach agreement to support enforcement activities.

>BM 25, Collection Contact Officer at degree 2, initiates and maintains contacts with taxpayers, individuals, owners and officials of business and/or their representatives to negotiate payment schedules. This is less than what is required for SP, as it is required to influence and discuss and explain where SP is required to consult, confer and reach agreement with officials on matters that are complex or significant. SP is required to negotiate and consult on items such as wharves, lighthouses and other real property harbour infrastructures and related equipment.

Summary:

Knowledge	C2	224	
Decision Making	B2	146	
Operational Resp.	C	40	
Contacts	3	110	
Total		520	PM-04(501-610)

Reality:

This position was compared with the Program Officer, PM-04 that works in Small Craft Harbours, in Newfoundland. Both positions advise and consult with Harbour Authorities and deal with fishing industry stakeholders, officials of other government department and with public clients to interpret and explain policies. The Program Officer is rated as:

Knowledge	C2	224	
Decision Making	B2	146	
Operational Resp.	C	40	
Contacts	3	110	
Total		520	PM-04(501-610)


Janice DeForest


Date

CONTACTS:

The Business Manager position requires consultation with various industry stakeholders to reach agreement on future management options including formation of the harbour authorities or the divestiture of harbours and other real property. Harbour authorities and harbour divestiture are the two major program initiatives within SCH since program review. Industry stakeholders include fishers, buyers, processors, other businesses, First Nations, recreational users, community groups, development associations, and the general public. The Business Manager is the primary point of contact with the stakeholders and must obtain commitment from the various stakeholder groups in order to advance the SCH program agendas. Persuasion is required to negotiate and to obtain consensus among various diverse interests, while moving the program forward and maintaining a service-orientated and client-focused image. There is also a significant requirement to provide advice and information to various user groups of harbour services, and to explain and defend government programs and policies to the Canadian public.

The Business Manager position is required to consult with and provide advice and background information to officials from various other departments and agencies such as Indian and Northern Affairs Canada, Public Works and Government Services Canada, Environment Canada, Industry Canada, Human Resources Development Canada, etc. regarding the SCH program and the specific implementation of new harbour management programs. Advice is also provided on an on-going basis to Members of Parliament, Provincial and Municipal elected representatives, the Area Director, regional and national staff, and the minister's staff regarding an abundance of politically sensitive operational issues (such as First Nation integration into the commercial fishery in the wake of the Marshall Decision). Discussions are held with MP's, MLA's, elected Municipal officials, First Nations, and other groups on specific issues to explain the department's position in order to promote an understanding and acceptance of the objectives, programs, and policies of the Department. Information is also provided to the media on an as-required basis, and indirectly through the preparation of draft press releases.

As an enforcement officer pursuant to the Fishing and Recreational Harbours Act, the position requires on-going consultation with other government officials and law enforcement agencies regarding the interpretation and requirements of various Federal, Provincial, and Municipal legislation with respect to enforcement, environmental, occupational health and safety, municipal planning, navigable waters protection, etc. This information is required to advise and assist Harbour Authority and other user groups in the management of harbours to ensure compliance, as well as for the safety of the users and the general public, in order to reduce the risk of claims against the Harbour Authority and the Crown.

In conclusion, the Business Managers are the primary contacts on all operation and divestiture issues with the different public and private stakeholders. As you are aware, the Area Chief position (Eng. 4) will now focus primarily on the delivery of the technical part of the SCH and RPAM programs, and the BM will now assume the lead role on all operational and divestiture issues (the role will be also expanded to include RPAM sites). The position deals with very diverse and operationally sensitive issues that have a direct impact on the successful delivery of the SCH program. It is my opinion that the position should be given a level C3 for contacts within the classification rating grid, based on the bench marks established for this contact factor, as well as the Program Officer position that was recently rated in the Nfld. Region.

Classification Rationale

Position #: 13673

Title: Business Manager

Branch: Small Craft Harbours

Background:

The Subject Position (SP) was last reviewed in April 2000, based on a UCS Work Description (Generic Business Manager) dated 2000-2-18, and rated at the PM-03 group/level.

Review of the Work Description dated (2001-7-18) submitted for classification at this time revealed little or no change in the responsibilities of the position from that last reviewed. The eight (8) Key Activities identified in the old work description are essentially the same in the new. Their text has been rewritten in a more terse and succinct style, but the global intent of each is unchanged. The Work Characteristics sections of the new document do reflect a significant number of amendments and modifications, however, although they would impact on a UCS evaluation, they are not in areas that would affect the factors measured in the PM standard.

ALLOCATION

Category: Administrative and Foreign Service

The primary responsibilities of the SP involve delivery of the Small Craft Harbours Program within a geographically defined area within the region. This involves the implementation of policies and procedures, the provision of training and advice, the recommending of Harbour Authority (HA) leases, negotiation and approval of HA business plans, and participation in the divestiture and privatization process for recreational and commercial fishing harbours. These activities are performed to effect program delivery to fishing industry stakeholders and the general public who have a vested interest in the facilities. This meets the category definition of the Administrative and Foreign Service category, "occupational groups engaged in the planning, execution, conduct, and control of programs serving the public interest, and the requirements of internal management in the Public Service of Canada", and inclusion statements 1 and 2. No exclusions apply.

Group: Program Administration (PM)

The criteria referenced in the category allocation also meet the group definition and inclusion statement 1 of the Program Administration Group. No exclusions apply.

EVALUATION

Knowledge Degree C2 224 points

Program and Specialized/Technical Knowledge Degree C

The SP requires knowledge of an extensive body of rules, procedures and operations respecting delivery the Small Craft Harbours Program. This includes knowledge of: the mandate, objectives and priorities of the organization; departmental and central agency policies respecting real property acquisition, divestiture, business planning, budgetary control and compliance enforcement; a wide variety of federal and provincial legislation and regulations pertaining to harbour management, navigable waters, and environmental protection; procedures and practices respecting real property acquisition/divestiture, lease negotiation, financial audit, and real property management.

> BM 28, District Licensing officer at degree B, which requires knowledge of acts, regulations and policies governing fishing personnel and vessel and gear licensing for commercial and recreational fishing, as well as, knowledge of appeal processes and systems for information and statistics gathering. The SP requires knowledge of a broader range of legislation governing real property management, business planning, contract administration, financial administration, and harbour management. The SP also requires knowledge of procedures and practices for real-property acquisition and divestiture, lease/contract negotiation, financial audit, and enforcement investigation.

= BM 16, Supervisor, Employment Services at degree C, as the BM and SP have a comparable requirement for knowledge of a full range of acts, legislation, policies and procedures respecting delivery of a major program. Both require knowledge of external organizations, stakeholders and socio-economic and local market issues relevant to program clients. Both require knowledge of practices, protocols and procedures respecting the provision of advice, the determination of client requirements, and the administration of contract with external institutions.

General Administration Degree 2

The SP requires general administration knowledge in the areas of financial administration, contract administration, lease negotiation and administration, and real-property management related to acquisition and divestiture of facilities.

> BM 25, Collection Contact officer at degree 1, who requires knowledge of internal administrative procedures related to own work.

= BM 16, Supervisor, Employment Services at degree 2, as the BM and SP have a comparable requirement for knowledge of administrative policies and procedures respecting financial management to manage an O&M budget. Both require knowledge of administrative practices in a variety of other area, the BM in personnel policies, collect agreements, information management and work allocation, and the SP in Real Property Management, contract and lease administration, and acquisition and divestiture of assets and facilities.

Decision Making Degree B2 146 points

Scope Degree B

The SP decisions and recommendations are generally made within the policy framework and guidelines of the SCH program and require judgement and initiative in resolving problems and disputes respecting program requirements. Initiative and judgement are required when providing advice and evaluating business plans, when performing investigative work and fact finding associated with audit and budget control functions, when negotiating and recommending commercial and harbour authority leases, when managing a construction program, when establishing and implementing enforcement associated with the operation of real property and facilities, and when providing training and business advice to client to facilitate the operation of incorporated harbour authorities and assist harbour managers.

= BM 17, Benefits Program Officer at degree B, as the BM and SP are comparable in their requirement to exercise judgment and initiative in monitoring the effectiveness of program delivery and in identifying and resolving problems. Both identify operational trends and training requirements to enhance program delivery initiatives and analyze and interpret legislative, program and operational policies to provide advice and recommendations to management and external clients.

< BM 2, Airport Manager at degree C, whose decisions and recommendations are made respecting the operation, maintenance and security of an airport and eleven remote sites. The BM must exercise judgement and initiative in directing the allocation of financial and personnel resources, developing long range forecasts of user requirements, negotiating leases and levels of maintenance with other government departments, directing the preparation of security procedures and coordinating the activities of agencies responding to emergencies. The SP requirement to exercise judgement and initiative in making decisions and recommendations does not reflect the diversity of areas or the requirement to operate without precedent as exemplified by the BM

Impact Degree 2

The SP decisions impact on the effectiveness of the SCH program delivery within its geographic district of responsibility and the ability of external client organizations and individuals to develop effective business plans and meet program requirements to obtain and operate harbour authorities. Decisions and recommendations respecting acquisition and divestiture of real property and assets impact on the cost-effective utilization of financial resources within the organization, and the ability to provide mandated services to facility users. Decisions also impact indirectly on the viability of commercial enterprises and community stakeholders of harbour facilities.

= BM 17, Benefit Program Officer at degree 2, as the BM and SP decisions affect the efficiency and effectiveness of program delivery initiatives, including the quality of service received by clients. BM decisions on labour disputes impact directly on hundreds or thousands of workers, while SP decisions impact on commercial, recreational and public users of harbour facilities and the effective operation and viability of harbour authorities.

< BM 14, Regional Manager, Investigation and Control at degree 3, who is the regional authority while the SP's impact is limited to the district of responsibility. The BM decisions and recommendations impact on the nature and scope of the regional program and national and

regional policy development, whereas the SP works within established regional/national policy and guidelines.

Operational Responsibility Degree C 40 points

The SP performs a "Staff" role and is responsible for delivery of a well-defined program within a specific geographical management area. This involves determining adequacy of operational policies and procedures administered by harbour managers and members of harbour authorities to provide service to facility users and meet contract and lease obligations set by the Department. This includes monitoring the activities of non-employees performance for effectiveness, evaluating and auditing financial and business planning documents, ensuring safety and environmental protection compliance is adhered to and controlling funding based on client performance in meeting contract obligations.

> BM 28, District Licensing Administrator at Degree B, which administers the licensing program in the district and supervises two clerks. The BM also participates in advisory and policy working groups and provides advice to field staff on the interpretation of licensing policies and legislation. The SP is superior in that it is responsible for determining the adequacy of operational policies and procedures administered by non-employees; monitoring for safety and environmental compliance, financial accountability; implementing enforcement and controlling funding.

= BM 17, Benefit Program Officer at degree C, as the BM and SP are comparable in their requirement to monitor all program activities, assess the efficiency and effectiveness of operations, and ensure compliance within operational policies and procedures. Both involve evaluating the operational performance of non-employees and providing advice as a subject matter specialist staff in the organization.

Nature and Size of Subordinate Organization

Not applicable. The SP performs a staff role and has no subordinates.

* **Contacts Degree 2 70 points** — *This has been changed to degree 3, 110 points, see attached. Jid 8/11/21*

The SP provides advice and guidance to external clients involved in harbour management and the operation of harbour authorities respecting service levels as defined by contract obligations, compliance issues related to safety and environmental protection, monitoring and audit issues related to financial administration, funding, and business planning. These activities require significant explanation of legislative and program requirements to achieve cooperation and compliance in meeting contract/lease obligations, meeting defined service levels, performing audit functions, and when providing advice or interpretation.

= BM 17, Benefit Program Officer at degree 2, as the BM and SP have a like requirement to deal with non-government personnel to resolve problems and obtain cooperation in problem resolution and adherence to compliance requirements. Both are required to investigate operational performance and provide recommendations to achieve cooperation in meeting service levels requirements. Both provide expert level advice staff within the organization to promote problem solving and improve program delivery functions.

< BM 2, Airport Manager at degree 3, who consults with local government officials and other government departments respecting the provision of common services and to coordinate emergency services. The BM acts as final authority in negotiations on nature and levels of service for the airport while the SP requires management approval in contentious and politically sensitive issues.

Summary

Knowledge	C2	224
Decision Making	B2	146
Operational Responsibility	C	40
Contacts	2	70
Total		480 PM-03 (401-500)

Recommendation

The SP is rated at 480 points and recommended for classification at the PM-03 group/level.



Bill Anderson
Sept 6/01

**WORK DESCRIPTION***RELATIVITY***0000001048****Bungay Wayne****Program Officer**

Department/Agency:	Department of Fisheries and Oceans
Section:	
Division:	
Branch:	Small Craft Harbours
Geographic location:	Grand Falls-Windsor (Nfld.)
Security clearance	
Language requirements:	English Essential
Departmental use:	

Immediate supervisor:	Area Chief (0000001044)
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Version: Draft	Date last updated: 2000-2-3
Classification:	
Effective Date of Decision:	
Model identifier:	

Client-Service Results

Program initiatives and advisory services related to the maintenance, operations, and management of harbours in an assigned geographic area to fishing industry stakeholders, the general public, and SCH regional and area personnel.

Key Activities

- X Supports the implementation of national and regional policy, procedures, management and budgetary control for a system of commercial fishing harbours in an assigned geographic area.
- X Delivers DFO's Harbour Authority initiative for all commercial fishing harbours through the establishment of Harbour Authorities.
- X Coordinates and provides training for Harbour Authorities.
- X Makes recommendations to Harbour Authorities on issues beyond their realm of expertise including legal, business, financial, management, operational, and enforcement issues, and on harbour maintenance and development.
- X Monitors the operations of Harbour Authorities to ensure compliance with the terms and

Program Officer (0000001048)

P.1

- conditions of their lease agreement for harbour management and determines needed interventions and strategies.
- Conducts financial, operational, and environmental reviews of the operations of Harbour Authorities and recommends appropriate actions.
- Provides consulting/advisory services to Harbour Authorities concerning their roles in the management and operations of harbours and gives direction to Ministerially appointed Harbour Managers.
- Negotiates and approves individual Harbour Authority business plans and budgets, and provides specific advice regarding financial statements and business proposals for projects.
- Negotiates, drafts and issues licences to all commercial harbour users in DFO managed harbours.
- Participates in the negotiation of leases to commercial/industrial users of DFO managed property in scheduled harbours.
- Assists the Area Chief in the implementation and management of Small Craft Harbours maintenance and development program.
- Undertakes management and enforcement activities associated with the operation of real property and facilities.
- Provides recommendations to the Area Chief on the divestiture of commercial fishing harbours not intended for harbour authority management, and on facilities administered by Harbour Authorities but surplus to the fishing industry needs.
- Identifies real property requirements and recommends the acquisition to the Area Chief as needed for the management and operation of commercial fishing harbours.
- Identifies the need for and produces Environmental Screening and Assessment Reports for projects in accordance with the Canadian Environment Assessment Act.

Employee's statement:

I have been given the opportunity to comment on this work description.

Employee's signature

Date

Supervisor's statement:

This work description accurately describes the activities and demands of the position.

Supervisor's signature

Date

Authorization:

Manager's signature

Date

Work Characteristics



Responsibility

(1) Information for the Use of Others

Provides information and advice to various fishing industry stakeholders, politicians, the general public with respect to the Small Craft Harbours program and policies to assess the impact and to develop options for future harbour management.

Provides advice, guidance and recommendations to area management on management, operations, and maintenance of public harbours to assess the impact and feasibility of various harbour management, operations, and development options. Makes specific recommendations that can affect the livelihood of individual fishers and coastal communities, and impact on fish handling/processing facilities.

Provides advice and disseminates information to incorporated Harbour Authorities, and applies methodologies and standards in such matters as business planning, revenue generation, financial and resource planning and management, tax provisions and reporting requirements, property management, legal and enforcement issues, environmental practices and compliance, liability insurance, legislative obligations, technical matters such as construction standards, specifications and techniques, and administrative matters such as tendering, procurement, contracting for services, inventory control, computer operations and human resource practices to ensure successful operation and economic sustainability.

Gathers, synthesizes, and produces draft ministerial correspondence from a complex variety of information for the Area Chief to respond to specific inquiries directed to the Minister's office.

Researches socio-economic and environmental background information and produces environmental assessment reports for the Area Chief for the approval of projects to ensure compliance with the Canadian Environmental Assessment Act. The reports as approved by the Regional Director are made available for public perusal and critique through the national Habitat Referral Tracking System.

Provides technical advice and assistance to individuals, Harbour Authorities, groups, and the fishing industry on construction and repair projects being considered for structures administered by the Department. This can involve breaking down complicated construction and permitting processes into simpler operations, and is necessary to give Harbour Authorities, individuals, and groups the knowledge and skills they require to successfully complete projects to established regulations, codes, and standards.

(2) Well-Being of Individuals

There is no specific requirement for this.

(3) Leadership of Human Resources

Leads and coordinates multi-disciplinary groups and agencies in meetings, working groups and projects to provide information on programs and policies, and to develop overall management and business plans. Guides incorporated Harbour Authorities in human resource planning including the recruitment of volunteers, students and employees, and consultants required to support the Harbour Authority program. This includes developing work plans and priorities, proposing terms of reference,

evaluating performance and creating alternate plans to accomplish objectives. This is a shared responsibility.

Conducts initial training of new Harbour Authority directors and members on such matters as corporate structure and bylaws, business, accounting, legal, and administrative matters associated with the operation of a Harbour Authority.

Conducts initial training of new persons in the Branch on such matters as corporate structure, administrative practices, business, operational and legal issues associated with the Small Craft Harbours program. This is a shared responsibility.

Provides management and operational guidance and training in accounting principles and procedures to incorporated recipient groups that have assumed responsibility of Federal harbours formerly under government jurisdiction. This is a shared responsibility.

Assigns and manages the work of Harbour Managers and Enforcement Officers through the development of work plans, performance reviews, and the determination of remuneration for services rendered. This is a shared responsibility.

Facilitates and chairs public meetings in communities to establish Harbour Authorities. Explains the management and operational concepts of Harbour Authorities including departmental and Harbour Authority responsibilities.

Guides incorporated Harbour Authorities in the development of a management plan which includes work plans, revenue generation, and maintenance and services programs. This is a shared responsibility.

(4) Money

BUDGETING

Participates in aspects of budget preparation and management including providing recommendations for the Area budget, providing financial advice and making recommendations for prioritization of projects, including cost benefit and risk analyses. Plans, costs and budgets for harbour operations and maintenance activities. On an ongoing basis monitors project status; reallocates funds within budget to compensate for changes; and conducts financial planning, forecasting and reporting. Provides advice and recommendations to incorporated harbour authorities and recipient groups on preparing and managing operational budgets to ensure their successful operation and long term sustainability.

MANAGING MONEY FLOW

Determines and negotiates commercial lease and licence annual rents with private commercial operators based on Treasury Board guidelines and market value appraisals. Monitors and tracks commercial leases and licences issued and payments received, advises the Area Chief on outstanding accounts and takes the appropriate enforcement action. Solicits financial contributions from other Federal, Provincial, and private sources for cost-shared projects with incorporated harbour authorities and recipient groups to reduce the demand on Small Craft Harbours budget. Provides advice and recommendations to incorporated harbour authorities on devising service fee schedules, determining commercial sub-lease rent and licence fees, and collection of accounts based on specific site and local market conditions and knowledge of other harbour operations.

SPENDING

Identifies, tenders, awards and administers maintenance and service contracts within allocated budget.

Awards contracts, verifies goods and or services are received and approves progress claims and final invoices for payment. Commits funds and recommends paying out funds under contractual agreements. Purchases goods and services using government credit cards issued in incumbents' name and accounts for all expenditures. Provides advice and recommendations to incorporated harbour authorities and recipient groups on tendering and contracting for goods and services, processing claims and invoices, and auditing requirements.

(5) Physical Assets and Products

Operates and provides minor maintenance of real property, harbour infrastructure and related equipment used by the commercial fishing stakeholders and the public in harbours that are managed directly by Small Craft Harbours, and minor maintenance at those sites under lease to Harbour Authorities. These assets are extremely valuable and very difficult to replace due to budget limitations and program inflexibility due to commitments to other projects.

Takes temporary custody of, and protects seized evidence gathered during investigations, to be used by the Crown during prosecution. This time sensitive evidence cannot be replaced.

Operates and maintains assets included in own work such as a government vehicle, personal computer, cellular telephone, office furniture, files, supplies, and software. With the exception of the vehicle these assets are not used by other staff and can be replaced, but at a considerable cost.

(6) Ensuring Compliance

As an enforcement officer pursuant to the Fishing and Recreational Harbours Act and Regulations, conducts routine inspections of harbour usage including that of fishers, commercial operators, lessors, and the general public to ensure compliance with regulations related to real property and environment issues, in order to ensure the safety of all harbour users and the general public and to protect the environment and harbour infrastructure. Compliance and enforcement activities are performed by examining a wide range of various options and statutes available to determine the most appropriate course of action. Duties require examining complaints, taking evidence, issuing warnings and recommending whether to pursue prosecution, and providing sworn testimony. Responsibility is shared and may require supervisor and senior management involvement.

Conducts on-site reviews and evaluations of Harbour Authorities' business and real property management practices to ensure compliance with and enforcement of the Fishing and Recreational Harbours Act, and the Small Craft Harbours' lease in order to protect the interests of the general public and fishing industry stakeholders in terms of safety and non-discriminatory public access. Depending on the degree of non-compliance, using own judgement and established precedents and practices, negotiates corrective action. Consults with supervisor regarding difficult situations.

Conducts on-site reviews to ensure Harbour Authorities are in compliance with the Provincial Labour Act, Worker's Compensation Act, Canada Corporation Act, Revenue Canada Taxation re: employee benefits and Harmonized Sales Tax. Negotiates compliances schedules and implementation of corrective action for violators using own judgement, precedents, and established practices. This is a shared responsibility.

Ensures that minor maintenance activities comply with the Canadian Environmental Assessment Act, Fisheries Act, Navigable Waters Protection Act, and provincial environmental regulations. The responsibility is shared. Failure to ensure compliance could result in legal action being initiated against

the Crown and/or incumbent.

Conducts Environmental Screenings on lease agreements with Harbour Authorities and the fishing industry or other users of federal property to ensure compliance with the Canadian Environmental Protection Act.

Skills

(7) Job Content Knowledge

Knowledge of negotiation principles and techniques and practices to effectively conclude initiatives and agreements with clients.

Knowledge of principles, practices, and techniques of leadership to effectively provide and coordinate the efforts of diverse groups towards common goals.

Knowledge of problem solving techniques with an ability to analyze issues and develop innovative and viable solutions is required when investigating problems and advising Harbour Authorities on property management, business and legal issues.

Knowledge of enforcement including investigative techniques and legal processes associated with the application of the Fishing and Recreational Harbours Act and Regulations, maritime, contract, tort and common law is required to carry out enforcement duties, investigate claims against the Crown and to provide specific advice to Harbour Authorities, the general public and management on land control and enforcement issues.

Knowledge of the principles and practices associated with real property management as it relates to custodial Federal property, including legal, administrative, and management techniques, procedures, and responsibilities is required to effectively operate harbours and to provide specific advice to Harbour Authorities.

Knowledge of real property acquisition and disposal methods including legal and property terminology; methods and procedures and the ability to read and interpret survey plans, deeds and descriptions in order to address client and legal requirements for management of harbours and implementation of construction projects.

Knowledge of harbour standards, regulatory requirements, facility inspection techniques and construction methodologies, including the ability to read and interpret construction drawings and specifications in order to analyze situations and provide advice to Harbour Authorities, management, contractors, consultants and regulatory agencies. Knowledge of project management, planning, implementation, critical time line analysis, negotiation approaches, and report writing to manage a minor maintenance program.

Knowledge of principles, practices, authorities and accountabilities of the financial process for budgeting, managing money flow, and expending funds for goods and services, and to exercise financial control over allocated budget.

Knowledge of financial review procedures, standards, and reports to conduct reviews of Harbour Authority activities.

Knowledge of financial accounting systems, including payroll taxation remittance procedures to train Harbour Authorities in accounting practices and record maintenance.

Knowledge of various options of revenue generation is required to advise Harbour Authorities on becoming financially viable businesses..

Knowledge of computer software, the internet and data entry programs, in order to gather information, prepare correspondence, produce reports and input data.

Knowledge of communication practices and techniques to prepare public presentations and written reports.

Knowledge of methods, techniques and practices required to conduct environmental screenings and assessments to ensure program compliance with federal and provincial environmental legislation.

Knowledge of inventory control and accountability standards to ensure asset utilization is managed and used for its intended purpose.

Knowledge of investigative techniques to ensure enforcement and evidence gathering procedures are conducted correctly and legally.

(8) Contextual Knowledge

WORK UNIT

Knowledge of the mandate and priorities of Small Craft Harbours' related to safety issues, harbour development and the reduction of operating expenditures through major devolution exercises and new business arrangements with clients through the Harbour Authority initiative.

Knowledge of administrative procedures and budgeting processes are required to deliver the maintenance/construction and operations program through a variety of initiatives.

Knowledge of the respective roles of regional staff on all management and operational issues is important in developing effective working relationships and providing a unified approach to issues.

Knowledge of collective agreements, travel directives, standards, procedures, guidelines and unit culture to conform to established practices.

Knowledge of the regional protocols respecting the media to ensure that the region conveys accurate information..

DEPARTMENT

Knowledge of the structure, roles, functions and responsibilities of the department, its objectives and priorities in support of the departmental vision and oceans strategy initiative in order to provide informed advice and recommendations to Harbour Authorities.

Knowledge of departmental policies, contacts and points of reference is required in order to understand changes within the fishing industry that will impact on the Small Craft Harbours' mandate and program initiatives.

Knowledge of the interaction between branches such as finance, communications, personnel, informatics, contracting, habitat management, and their advisors and directors to ensure contact is made with the person(s) responsible for any particular component of an initiative to ensure information

is received in a timely manner.

OTHER DEPARTMENTS

Knowledge is required of the roles and responsibilities of other Departments and their mandates, organizational structures, programs, culture, policies and regulations including Public Works and Government Services Canada and Treasury Board of Canada for administering minor maintenance projects; Industry Canada in terms of the creation and incorporation of Harbour Authorities; and other Departments such as the RCMP, Environment Canada, Transport Canada, Revenue Canada Taxation for enforcement and regulatory issues.

Knowledge of Human Resources Development Canada programs is required to access financial and human resources to assist in furthering the aims of Harbour Authorities through the development of partnership arrangements.

CANADIAN PRIVATE AND OTHER PUBLIC SECTORS

Knowledge of the roles, responsibilities, and programs of provincial departments, municipal governments and officials to provide assistance and consultation on the Harbour Authority and divestiture initiatives.

Knowledge of the political, cultural, and socio-economic status of the communities in the assigned portfolio to facilitate in the planning for the implementation of a Harbour Authority or divestiture initiatives, and for ongoing service delivery.

Knowledge of local politicians, special interest groups and the identity of community leaders to seek and provide consultation on program issues.

Knowledge of the trends and developments in the fishing industry that will impact on the Small Craft Harbours' initiatives, in order to forecast changes in the management options and levels of service required for commercial fishing harbours.

LEGISLATION/REGULATIONS

Knowledge of the content and underlying principles and intent of the following Acts and Regulations, as they apply to management and operation of real property and facilities, and to be able to minimize risks and to formulate a due diligence legal defence in the event of a personal prosecution for violations of specific statutes and against civil suits:

Fishing & Recreational Harbours Act and Regulations

Fisheries Act

Oceans Act

Financial Administration Act

Treasury Board Regulations

Canadian Environmental Protection Act

Canadian Environment Assessment Act

Criminal Code of Canada

Navigable Waters Protection Act

Canada Business Corporations Act
Canada Labour Code and Regulations
Federal Real Property Act and Regulations
National Building Code of Canada
National Fire Code of Canada
Canada Shipping Act
Small Fishing Vessel Regulations
Various provincial acts and regulations

(9) Communication

COMMUNICATION OUT:

Presentation and public speaking skills are required when articulating policy information, reports, and recommendations to fishing industry stakeholders and public clients and in the formation of Harbour Authorities. This often requires interpreting policy in order to present arguments and dissuade individual biases as well as explaining and altering specialized legal and technical terminology so that it can be fully comprehended by various audiences.

Verbal and presentation skills are required to negotiate leasehold interests with incorporated groups and commercial operators. This requires skill in interpreting Treasury Board guidelines and explaining specialized legal terminology in order that information can be fully comprehended by the lessee. This requires skill to negotiate and persuade the lessee with respect to specific clauses in the lease, lease boundaries, and lease rates.

Writing skills are required to prepare correspondence to clients and to prepare various reports, draft ministerial correspondence and fact sheets. This requires skill in interpreting information and explaining complicated and sensitive issues.

Verbal skills are required to present the assigned functions in the wide ranging consultations with client groups, regional officials, and other government departments to explain policies, priorities and activities, negotiate issues, obtain input and gain agreement and cooperation to handle sensitive situations. Depending on the client groups, the message must be altered and simplified in order to be understood and effective.

Written and verbal skills are required to provide information to various fishing industry stakeholders, politicians, and the general public with respect to the Small Craft Harbours program and policies. This often involves explaining complicated policies, procedures, and standards which involves transforming information into alternate terms in order that it can be fully understood by a varying audience.

Verbal, written, and presentation skills are required to train incorporated Harbour Authorities in such matters as business planning, revenue generation, financial record keeping, and technical matters such as construction standards, specifications, tendering. This involves breaking down complicated financial and construction processes into simple, understandable steps and is necessary to give Harbour Authorities the knowledge and skills they require to develop and maintain good financial and construction practices.

COMMUNICATION IN:

Listening skills to interpret inquiries from clients who have difficulty understanding program related issues to determine their exact requirements and providing them the correct information. Observation skills to read between the lines when conducting public information sessions and to adjust delivery to the respective mood of the audience. Reading skills to gather and synthesize information written in legislative and regulatory language to draft responses to people having different requirements and levels of interpretation. Reading skills to digest information and demands from groups or individuals and review proposed responses to ensure that they contain accurate information.

(10) Motor and Sensory Skills

In the course of travel and performance of duties, there is a requirement for dexterity and coordination to embark and disembark vessels, and land vehicles while carrying equipment, and to inspect harbour infrastructure under unsafe conditions due to climate conditions, unsafe structures, and slippery conditions caused by the marine environment.

Manual dexterity and coordination skills are required for the daily operation of a computer keyboard in the preparation of correspondence, reports and inputting data. Dexterity is required to operate other office equipment such as photo copiers, fax machines and cellular telephones.

Physical dexterity, hand-eye coordination and concentration are required to drive land vehicles on a daily basis, often in inclement weather, poor road conditions, and during darkness.

A keen sense of smell is occasionally required to observe and address operational risks or compliance problems with respect to combustible or hazardous substances.

Effort**(11) Intellectual Effort**

Applying strategies, practices and approaches to govern the negotiation and consultative processes with fishing industry stakeholders and the public involved in the implementation of the Harbour Authority policy. The work is performed under departmental time line pressures to achieve imposed goals, and involves dependence on other government departments and agencies, client pressures for information, conflicting stakeholders interests and changing policy interpretations.

Analyses and evaluates the associated business and operational plans of the established Harbour Authorities to evaluate their effectiveness from a management, operational, business, and legal perspective and implementing corrective measures through consultation or direct intervention. This work is performed under time line pressures imposed by the department, individual biases against the department, and client reluctance to change or comply with directives.

Negotiates the resolution of differing interpretations as they arise in the administration of harbour authorities, including enforcement procedures, data collection, and collection of revenues from fees and services. The work is occasionally performed without the benefit of established practices and precedents and without the availability of human resources required to meet imposed goals and deadlines.

Intellectual effort must be applied in the management of a minor maintenance program to analyze requirements for program expenditures, prioritize project requests for funding, and for the preparation of project proposals, plans and specifications. The work is performed under time line pressures imposed by the department and clients, weather and climatic conditions, and the dependence on other government departments and agencies. There is a constant requirement to analyze an on-going number of project requests to seek or create solutions from a large number of options, and to make funding recommendations with limited program funding.

Develops strategies and options unique to each situation in order to conduct sensitive negotiations with client groups regarding the management and the identification and initiation of divestiture of real property. The work is performed under departmental time line pressures to achieve imposed goals, dependence on other government departments and agencies, client pressures for information and legal interpretations, conflicting stakeholders interests, and negative public opinion against overall government fiscal restraint and perceived downloading policies.

Analyzes requirements for harbours and facilities in communities, judges and assigns relative priorities and develops short and long-term construction, maintenance and operational programs. Recommendations and decisions consider competing interests for limited funding, feasibility of proposals from harbour users, communities, environmental, economic, social and political consequences, and conflicting needs or demands of user groups.

Make decisions on short term harbour maintenance program requirements. Decisions must consider safety issues and associated priorities, the impact on communities, harbour users, and the fishing industry.

(12) Sustained Attention

The work requires long periods of sustained attention when operating a motor vehicle in order to concentrate on the road while driving under stressful factors such as wildlife, night driving, and adverse weather conditions. There are frequent interruptions with calls from cellular telephones which increase the risk of accidents. This work takes up to twenty percent of the incumbent's time on an ongoing basis, due to the geographic size of the area of responsibility.

The requirement to sustain attention while attending public and internal business meetings as a leader and participant is required to comprehend and interpret information and to contribute effectively to a variety of complex initiatives and concerns. These activities consume twenty percent of the available time.

Long periods of sustained attention is required to review financial records where errors have occurred in order to locate and take corrective action. This activity consumes five percent of available time.

(13) Psychological/Emotional Effort

Psychological/emotional effort is needed to remain impartial and composed while providing information services to irate clients who are objecting to decisions. There is no control over the number of clients or how they will choose to express their anger.

Psychological/emotional effort is needed to remain impartial and composed while carrying out enforcement duties involving upset clients who are not in compliance with the law. There is no control over the number of clients or how they will choose to express their anger.

Psychological/emotional effort is required to put aside personal beliefs and maintain composure when articulating, defending and implementing views that may not be one's own. There is little or no control over the duration and frequency of incidents.

Psychological/emotional effort is needed to meet work requirements that entail frequent absences from home and family with very little control over the occurrence, duration, and frequency.

(14) Physical Effort

On a daily basis, the work involves long periods of sitting to read a variety of hard copy and electronic information, to operate a personal computer and to analyze problems and offer suggested solutions.

On a frequent basis, the work involves visiting harbour locations where construction activity is occurring, climbing on and off vessels, wharves and harbour facilities, walking over uneven and slippery surfaces to carry out facility inspections. This requires the provision of protective and safety equipment including safety boots, life jackets, gloves and hard hats.

There is a weekly requirement to attend meetings and stand for long periods of time in directing discussions or to sit for extended periods recording information.

There is a frequent requirement to visit remote harbour locations and communities to attend meetings. This involves prolonged periods of driving alone and sitting in one position, as well as requirement to travel on helicopters, small planes and vessels.

The work requires stamina and concentration to work extended and irregular hours to meet operational demands and accommodate client needs.

The work requires the occasional lifting and carrying of heavy loads such as construction materials and equipment such as motors, winches, and office equipment for a short distance.

Working Conditions

(15) Work Environment

The work is performed in both an office and external environment. The work involves continuous exposure to noise and frequent interruptions from staff, callers, and visitors, as well as exposure to glare from computer monitors during long periods of keyboarding. There is a continuous requirement to deal with imposed deadlines from the completion of reviews, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, and politically sensitive issues associated with program policies.

The work involves attending on site meetings at many varied locations with community groups, Harbour Authorities, and the general public several times a week, many of which are of a sensitive nature and pose a requirement to deal with angry, distressed, and confrontational people.

The work also involves continuous exposure to harbour and construction sites. The on site work involves continuous exposure to inclement weather, extremes of heat and cold, dust, fumes and noise. Occasionally there is a requirement to climb ladders, board vessels and walk over rough and slippery

te in all weather conditions. There is a requirement to wear safety and protective clothing when visiting construction sites and inspecting harbour facilities.

There is a frequent requirement to work unpredictable and uncontrollable hours to deal with time lines imposed by third party meetings and/or locations.

The work requires extended periods of driving alone, and in all weather conditions, both day and night.

(16) Risk to Health

Repeated travel on a weekly basis involves driving a vehicle for extended periods of time while exposed to wildlife on highways, inclement weather and on sub-standard road conditions, often in remote locations. This activity may cause muscular pain in the back and shoulders, eye strain, and fatigue, and increased risk of highway accidents.

Daily exposure to continuous meetings and phone calls, imposed deadlines, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, politically sensitive issues, and uncontrollable hours cause high stress levels that can lead to severe psychological and physical problems.

Visiting remote harbour locations alone and carrying out inspections of harbour structures and structurally unsafe facilities poses a risk to personal safety.

The office work environment is characterized by occasional visits from angry, distressed and confrontational individuals or groups of people. The unpredictability of this type of working environment leads to stress and anxiety, as such disruptions affect imposed deadlines and client service and increases the possibility of verbal confrontations.

There is occasional exposure when confronting individuals or groups of people to carry out enforcement roles. This type of work leads to stress and anxiety, as often such individuals are agitated, threatening and confrontational, and pose the risk of physical harm.

The frequent use of finger and wrist muscles to enter data on a computer keyboard and produce correspondence, reports, environmental screening, and contribution documents, can cause muscular pain.

The external work environment is characterized regularly by exposure to angry, distressed, and confrontational individuals and groups at meetings, and during on-site visits to harbours. The unpredictability of this type of working environment leads to stress and anxiety as often such individuals or groups are agitated, threatening and confrontational, and pose the risk of physical harm.

RATIONALE — Program Officer

Position Number: 1046, 1047, 1048, 22172, 1056, 21019
Position Title: Program Officer
Branch/Division/Section Small Craft Harbours
Region: Newfoundland
Location: Various
Supervisor: Area Chief
Supervisor's Position #: Various
Supervisor's Level: PM-05

Background:

The subject position (SP) was last reviewed in 1994, which resulted in reclassification of the position from PM-02 to PM-03.

Consultation with the Director, SCH, the three Area Chiefs and the six incumbents of the Program Officer positions (February 1, 2001) suggests that the job has changed significantly. While the core duties of the position remain substantially the same, responsibility has expanded in several areas coincident with the government-wide emphasis on issues such as Occupational Safety and Health, and, Environmental Protection. In terms of occupational safety and health, the SP is now responsible not only for ensuring that good safety practices, are followed (i.e. inspection) but that local stakeholders (i.e. Harbour Authorities, Harbour Masters, harbour users, etc.) adopt a proactive "safety culture". Influencing the existing attitudes requires persuasion, education and co-operation. The responsibility for safety, as well as maintenance, was previously delegated to PWGSC. In the area of environmental protection, Program Officers are now responsible for identifying, encouraging and fostering concepts such as recycling and "first response". Perhaps the area of greatest change in the Newfoundland Region, is related to the growing maturity of the Harbour Authorities concept. This concept was first introduced approximately 1991; however, it is only in recent years that it is realizing its' full potential. Harbour Authorities have grown in number to 143 and are expected to further increase to approximately 300.

The expanded Program Officer role dictates that incumbents serve as counsellor and advisor to Harbour Authorities in terms of strategizing appropriate harbour construction, maintenance and development, in consideration of competing interests for limited funding, feasibility of proposals from harbour users and communities, as well as environmental, economic, social and political consequences. The Program Officer then acts as liaison/advocate/negotiator/departmental representative for proposals, making verbal and written presentations to the Area Chief or to other government departments (i.e. ACOA, PWGSC, HRDC and Industry Canada) for funding and/or labour (Area Chiefs confirm that Program Officers have been delegated responsibility for direct negotiations with OGDs.).

In real terms, advice and counsel might take the form of:

- Recommendations/decisions to create a Harbour Authority in one community versus other contiguous communities, the effect of which is to draw marine/economic activity to the site as a result of the improved infrastructure, and, to create employment needed

to maintain that infrastructure. Such decisions are politically and economically sensitive in that communities compete for limited infrastructure;

- negotiating with other Branches of DFO to allow Harbour Authorities to adopt new/innovative initiatives such as contracting local fishers to place and remove aids to navigation, or, to acquire "spill booms" to allow members of the community to clean up small spills of hazardous waste - impact on employment, environment and limited departmental resources; or,
- recommending wharf extensions which allow larger/foreign vessels to use the harbour facilities, which in turn brings monies to the community, not only in terms of berthage fees, but also to local retailers (i.e. purchases of gas and supplies, repairs, hotels, etc.).

The foregoing examples are representations only, not an exhaustive list, of a wide variety of activities in which the Program Officer may be involved. The social and economic advantages to Newfoundland outport communities impacted by the loss of the Northern Cod fishery and the resulting out-migration of residents must be considered significant.

In the context of the PM Classification Standard, this expanded role increases the requirement for General Administration Knowledge, and results in a positive change to the Nature of Responsibility for the Contacts Factor.

Category Allocation: Administrative & Foreign Service

Category definition (occupational groups engaged in planning, execution, conduct and control of programmes serving the public interest and the requirements of internal management in the Public Service of Canada); and Inclusion # 2 in that the SP is responsible for providing program support and advice related to the maintenance, operation and management of harbours.

No exclusions apply.

Group Allocation: Programme Administration

Group definition (i.e. The planning, execution and control of programs directed toward the public) and Inclusion # 1.

No exclusions apply.

Knowledge	C2	224	
<ul style="list-style-type: none"> Program & Specialized Technical 			
<p>The work requires knowledge of a variety of acts and regulations including the Fishing and Recreational Harbours Act, Canada Business Corporations Act, Fisheries Act as well as the principles, practices and techniques relating to various rules and procedures i.e. budgeting, accounting systems, real property acquisition and disposal, leases, facility inspection and maintenance techniques and practices, construction methods, revenue generation and control, and assets management.</p> <p>> BM 28, District Licensing Administrator at degree B</p> <p>< BM 9, Advisory & Monitoring Officer at degree D, in that the BM requires knowledge of Excise Tax Act and regulations, Bankruptcy Act and various federal and provincial statutes to develop operational policies, directives and provide guidance to regions. A knowledge of revenue accounting and auditing techniques, systems, procedures and practices is required to develop/adapt systems and procedures in response to legislative changes.</p> <p>= BM 17, Benefit Programs Officer at degree C</p>			
<ul style="list-style-type: none"> General Administration 			
<p>The work requires knowledge of administrative procedures such as tendering, procurement, contracting for services, inventory control, computer operations and human resources practices to administer maintenance and service contracts and to provide advice and guidance to Harbour Authorities, Harbour Managers and Enforcement Officers.</p> <p>> BM 17, Benefit Programs Officer at degree 1, in that the BM only requires knowledge of financial authorities governing travel, printing and publications.</p> <p>< BM 2, Airport Manager, Victoria at degree 3, in that the BM requires knowledge of various administrative practices and procedures to manage the operation of a major airport, a staff of 34 through 3 subordinate supervisors and 21 contracted employees (who provide maintenance and security support).</p>			
Decision Making	B2	146	
<ul style="list-style-type: none"> Scope 			
<p>Decisions and recommendations are made with respect to maintenance, operations and management of harbours within established guidelines. Advice and guidance is provided to Harbour Authorities, area management and fishing industry stakeholders. Initiative and judgement are required to resolve disputes between Harbour Authorities and harbour clients over service and maintenance issues and to intervene in the operation of Harbour Authorities in cases of non-compliance with the terms and conditions of their agreement.</p> <p>> BM 28, District Licensing Administrator at degree A</p> <p>< BM 2, Airport Manager, Victoria at degree C</p> <p>= BM 17, Benefits Program Officer at degree B</p>			
<ul style="list-style-type: none"> Impact 			

<p>Decisions and recommendations impact on the effectiveness of harbour operations and the levels of service to harbour users in the area.</p> <p>< BM 8, Chief, Passenger Terminal Operations at degree 3</p> <p>= BM 17, Benefit Programs Officer at degree 2</p>			
Operational Responsibility	C	40	
<p>The work requires assessing the effectiveness of harbour operations, providing advice and guidance to Harbour Authorities, identifying areas of concern and providing training when necessary. It also involves recommending procedural and policy changes to the Area Chief or SCH Regional Managers when appropriate.</p> <p>> BM 28, District Licensing Administrator at degree B</p> <p>< BM 14, Regional Manager, Investigation and Control at degree D</p> <p>= BM 17, Benefit Programs Officer at degree C</p>			
Contacts	3	110	
<p>The SP consults with fishing industry stakeholders, officials of other government departments and with public clients to interpret and explain policies, to exchange information and to negotiate agreement and cooperation on sensitive political, economic and social issues.</p> <p>> BM 28, District Licensing Administrator at degree 2</p> <p>< BM 7, Tariff Classification Policy Specialist at degree 4, in that the BM has contact with business and trade associations to solicit their cooperation in order to develop Customs policy; with officers of the Department of Finance to negotiate new and amended tariff legislation and interpretations of considerable significance to Canadian industry; and, with Canadian and foreign manufacturers, importer and trade associations to determine the affects of new tariff items and ensure their feasibility prior to developing Regulations and guidelines for the implementation of changes to Customs legislation.</p> <p>= BM 2, Airport Manager at degree 3.</p>			
TOTAL	520	PM-04 (501 - 610)	

Rationale prepared by Fitzpatrick Consulting

13669

Business Manager - PM-04 (SCM)

Department/Agency: Department of Fisheries and Oceans

Section:

Division:

Branch: Small Craft Harbours

Geographic location:

Security clearance

Language requirements: Bilingual: CCC/CCC (changed to B3B Jan. 20, 2003)

Departmental use: Sample 145-Reg Mod/Dec 20157, Last Updated 2001-7-18 (Pos 13665-13674 20612 27261 27262)

Immediate supervisor:

Version: Final

Date last updated: 2001-8-31

Classification:

Effective Date of

Decision:

Model identifier:

Client-Service Results

Implementing program and policy initiatives to various fishing industry stakeholders and the general public with respect to the management of harbours.

Key Activities

- Implements national and regional policy, procedures, management and budgetary control for a system of commercial fishing and recreational harbours.
- Provides extensive training and business advice to incorporated harbour authorities and appointed

harbour managers.

- Negotiates, drafts and recommends for approval commercial and harbour authority leases, subleases and lease amendments.
- Negotiates and approves individual harbour authority business plans, budgets and financial statements and provides specific advice regarding business proposals for projects.
- Manages and coordinates a construction program.
- Conducts, initiates and assists in the coordination of the divestiture and privatization of recreational and commercial fishing harbours not intended for harbour authority management.
- Controls management and enforcement activities associated with the operation of real property and facilities.
- Identifies, coordinates and recommends the acquisition of real property that is required for management and operation of commercial fishing harbours, as well as to make harbour property marketable for divestiture.

Employee's statement:

I have been given the opportunity to comment on this work description.

Joseph C. Gaudin Dec 20/2001
Employee's signature Date

Supervisor's statement:

This work description accurately describes the activities and demands of the position.

A. Benson Miller Dec 23/2001
Supervisor's signature Date

Authorization:

RA MacDonald Dec. 20/01
Manager's signature Date

Work Characteristics

Responsibility

(1) Information for the Use of Others

Provides information and advice to various fishing industry stakeholders, the general public and harbour managers with respect to the Small Craft Harbours' program and policies to assess the impact and to develop options for future harbour management. This often involves explaining complicated policies, procedures, and standards which involves transforming information into alternate forms in order that it can be fully understood by a varying audience.

Researches and analyses present harbour information and provides advice to the Area Chief to assess the impact and feasibility of various harbour management options. Makes specific recommendations that can affect the livelihood of individual users and coastal communities.

Provides MANAGERIAL AND OPERATIONAL advice and disseminates information to incorporated Harbour Authorities, and assists harbour authorities and federally appointed harbour managers in developing PROCEDURES AND ASSISTING HARBOUR AUTHORITIES in such matters as preparation of project proposals, business planning, revenue generation, financial and resource planning and management, tax provisions and reporting requirements, property management, legal and enforcement issues, environmental practices and compliance, liability insurance, legislative obligations, technical matters such as construction standards, specifications and methodologies, and administrative matters such as tendering, procurement, contracting for services, inventory control, computer operations and human resource practices to ensure successful operation and economic sustainability.

Gathers, synthesizes, and produces background and site specific information used by the Area Chief in preparing draft ministerial correspondence from a complex variety of information for the Ministerial Correspondence Unit in order to answer specific inquiries directed to the Minister's office. Elaborates on particular issues and conflicts that are politically sensitive and transforms information into concise terms, and in the appropriate tone sought by the Minister, to explain and defend government programs and policies to the Canadian public.

Researches socio-economic and environmental background information and produces environmental assessment reports for projects in accordance with the Canadian Environmental Assessment Act. The reports are made available for general public perusal and critique through the national habitat tracking referral system. Has delegated authority to make decisions to sign-off and approve environmental ratings for minor works projects and property leases and is accountable to the Minister and the general public for such decisions.

Provides general technical advice and assistance to individuals, appointed harbour managers and groups on minor construction and repair projects being considered for structures leased by the Department to incorporated harbour operators, but still under federal ownership. This can involve breaking down complicated construction and permitting processes into simpler step by step operations, as is necessary to ensure individuals and operating groups, have the knowledge and skills they require to successfully complete projects to established regulations, codes, and standards. Provides leadership to HA groups in preparing detailed project submissions which conform to established format and provides the HA with the best chance for funding approval.

(2) Well-Being of Individuals

There is no specific requirement for this.

(3) Leadership of Human Resources

HARBOUR AUTHORITY DEFINITION: A HARBOUR AUTHORITY IS AN INCORPORATED NON-PROFIT GROUP, SEPARATE FROM DFO, WHOSE PRIMARY FUNCTION IS TO MANAGE AND OPERATE SCH FACILITIES LEASED TO THE HARBOUR AUTHORITY FOR A DEFINED PERIOD, USUALLY 5 YEARS. OWNERSHIP OF THE PROPERTY AND FACILITIES REMAINS WITH THE FEDERAL CROWN.

PARTICIPATES AND ASSISTS IN THE COORDINATION OF branch participation in multi-disciplinary groups involving federal and provincial government agencies, working groups, project teams and various client groups to provide information on harbour authority programs and policies, and to develop overall management and business plans for harbour authorities.

PROVIDES ADVICE TO incorporated Harbour Authorities in human resource planning including the recruitment of volunteers, students and employees, and consultants required to support the Harbour Authority program. This includes developing work plans and priorities, proposing terms of reference, evaluating performance and creating alternate plans to accomplish objectives.

Leads Harbour Authorities in business planning, environmental management planning, project proposal formulation, financial management, harbour operations and other management practices to ensure their long-term viability and success.

Provides initial and ongoing training of harbour authority directors and members on such matters as corporate structure and bylaws, business, legal, real property and administrative matters associated with the operation of a Harbour Authority. THIS RESPONSIBILITY IS SHARED WITH REGIONAL STAFF.

Assists the Area Chief and participates in multi-disciplinary project teams consisting of intergovernmental personnel, private consultants and client groups for environmental assessment, design, implementation and management services for a variety of major construction projects, includes proposing and developing terms of reference, negotiating consultant fees, approving contracts, providing ongoing monitoring, and reviewing standards.

Leads and co-ordinates Harbour Authorities in the development of their Environmental Management Plans, approves plan and provides ongoing monitoring to ensure compliance with federal regulations and policies.

Leads, assigns and directs the work of Public Works and Government Services staff ,private consultants, client groups and other contractors involved in construction and maintenance projects. This involves leading and providing direction on project deliverables, direction on timing and alternatives for project implementation, direction on acceptance of work, direction on changes to the scope of work to be undertaken and organization and chairing of discussions to resolve project issues. This activity is not shared for projects up to \$15K and is shared with the Area Chief for projects in excess of \$15K.

Assists regional staff and the Area Chief in the initial training of new persons in the organization on all matters as corporate structure, administrative practices, business, operational and legal issues associated with the Small Craft Harbours program. This is a shared responsibility.

Provides management and operational guidance to incorporated recipient groups that propose to assume responsibility and eventual ownership of Federal harbours formerly under government jurisdiction. Plans and establishes self directed work teams consisting of interdepartmental representatives to assign divestiture projects. This is a shared responsibility.

(4) Money

BUDGETING:

As a responsibility centre manager, manages, plans and budgets for a construction program as well as an operations and maintenance budget. Provides financial advice and makes recommendations for prioritization of projects, including cost benefit and risk analyses. The incumbent has considerable latitude and flexibility to arrange and manage financial resources to most successfully impact on program deliverables within the area of responsibility.

Participates in area budget preparation and management including providing recommendations for the area Small Craft Harbours' budget, providing financial advice and making recommendations for prioritization of projects, including cost benefit and risk analyses. Plans and budgets for the allocated harbour operation and maintenance budget of the Small Craft Harbours' program. On an ongoing basis monitors status, reallocates funds within budget to compensate for changes, and conducts financial planning, forecasting and reporting. Has considerable latitude to allocate and reallocate funds from one project to another or between harbours.

Provides MANAGERIAL AND OPERATIONAL advice and recommendations to private incorporated harbour authorities, federally appointed harbour managers and recipient groups on preparing and managing operational budgets to ensure their successful operation AND long term sustainability.

MANAGING MONEY FLOW:

Determines and negotiates commercial lease and licence annual rents with private commercial operators based on Treasury rd guidelines and market value appraisals. Monitors and tracks commercial leases and licences issued and payments received, advises the responsibility centre on outstanding accounts and recommends the appropriate action including enforcement and writing off debts. Assists harbour authorities in soliciting financial contributions from other Federal, Provincial, Municipal and private sources for cost-shared projects with private incorporated harbour authorities and recipient groups. Provides ADVICE AND recommendations to private incorporated harbour authorities and recipient groups on devising a service fee schedule, determining commercial sub-lease and licence annual rents, and collection of accounts based on specific site and local market conditions and knowledge of other harbour operations, and to reduce the demand on the Small Craft Harbours program budget.

SPENDING:

Is a responsibility centre manager with full signing authority to allocate funds among line objects and manages construction and an operations and maintenance budget. Identifies, tenders, awards and administers all maintenance and service contracts within allocated budget. Is accountable for expenditures associated with a broad range of activities relevant to harbour management and the operating and administrative resources required to manage the Harbour Authority Program including sole source authority in dealing with harbour authorities. Has freedom to reallocate funds within financial authority and in compliance with Treasury Board guidelines. Identifies, tenders, awards and administers contracts within allocated budget., verifies goods and or services are received and processes progress claims and final invoices. PARTICIPATES AND PROVIDES RECOMMENDATIONS on the real property acquisition budget for the portfolio of harbours. Commits funds and recommends paying funds in the form of grants and contributions and joint project agreements. Purchases goods and services using government credit cards and accounts for all expenditures. Provides advice and recommendations to private incorporated harbour authorities and recipient groups on tendering and contracting for goods and services, as well as processing claims and invoices and auditing requirements. THIS IS A SHARED RESPONSIBILITY.

(5) Physical Assets and Products

Operates and maintains real property, harbour infrastructure and related equipment used by the commercial fishing stakeholders and the public in harbours that are still managed directly by Small Craft Harbours. These assets are extremely valuable and very difficult to replace due to budget limitations and program inflexibility due to commitments to other projects. Safety of harbour users and clients using harbour facilities is of utmost concern to the branch.

Takes temporary custody of, and protects seized equipment, vehicles and vessels, gathered by branch during enforcement actions and investigations, to be used by the Crown during prosecution. This property becomes the responsibility of the branch, cannot be replaced, and is used in court as evidence.

Operates, maintains and cares for assets included in own work such as a personal computer, cellular telephone, office furniture, cameras, files, supplies, and software. These assets are not used by other staff and can be replaced, but at a considerable cost to Small Craft Harbours.

(6) Ensuring Compliance

As an enforcement officer pursuant to the Fishing and Recreational Harbours Act and Regulations, conducts routine inspections of harbour usage including that of fishers, commercial operators, lessors, and the general public to ensure compliance with regulations related to real property and environment issues, in order to ensure the safety of the harbour users general public and to protect the environment. Compliance and enforcement activities are performed by examining a wide range of various options and statutes available to determine the most appropriate course of action. Duties require examining complaints, taking evidence, issuing warnings and recommending whether to pursue prosecution, and providing sworn testimony. Responsibility is shared. conducts on-site audits and evaluations of Harbour Authorities' business and real property management practices to ensure compliance with the Canada Business Corporations Act and the Small Craft Harbours' lease in order to protect the interests

of general public and fishing industry stakeholders in terms of safety and providing nondiscriminatory public access. negotiates compliance schedules and implementation, among a wide number of options available, for violators using own government, precedents and established practices. Consults with supervisor regarding difficult situations.

Conducts on-site audits and response to public complaints pertaining to recipient groups to ensure compliance with the covenants associated with the transfer of real property under the devolution program in order to ensure nondiscriminatory access and that the transferred assets continue to be operated in accordance with the conditions of the transfer agreement. Negotiates compliance schedules and implementation among a wide number of options available for violators using judgment, precedents and established practices. Responsibility is shared.

Skills

(7) Job Content Knowledge

Knowledge of inter-personal communication and negotiation principles, accompanied with problem solving techniques and an ability to analyze complex issues and develop innovative and viable solutions, is required when investigating problems and advising privately incorporated harbour authorities on organizational alternatives, property management and facility development options, business, legal, financial and construction issues

Knowledge of principles, practices, and techniques of leadership to effectively provide and coordinate the efforts of diverse ups towards common goals.

Knowledge of enforcement including investigative techniques and legal processes associated with the application of the Fishing and Recreational Harbours Act and Regulations, maritime, contract, tort and common law is required to carry out enforcement duties, investigate claims against the Crown and to provide specific advice to Harbour Authorities, the general public and management on land control and enforcement issues.

Knowledge of the principles and practices associated with real property management as it relates to custodial Federal property, including legal, administrative, and management techniques, procedures, and responsibilities is required to effectively operate harbours and to provide specific advice to Harbour Authorities.

Knowledge of real property acquisition and disposal methods including legal and property terminology; methods and procedures and the ability to read and interpret survey plans, deeds and descriptions in order to address client and legal requirements for management of harbours and implementation of construction projects.

GENERAL Knowledge of environmental assessment responsibilities and techniques, development and use of safety plans and environmental management plans, harbour standards, regulatory requirements,

facility inspection techniques and construction methodologies, including the ability to read and interpret construction drawings and specifications in order to analyze complex situations and provide specific advice to Harbour Authorities, management, contractors, consultants and regulatory agencies. Knowledge of project management, planning, implementation, critical time line analysis, negotiation approaches, and report writing to manage a construction program is also essential to the successful operation of a system of harbour authorities.

Knowledge of principles, practices, authorities, and accountabilities of financial management including processes for budgeting, forecasting, cost benefit analyses, business planning, cost recovery, managing money flow, and conducting expenditures to provide advice to Harbour Authorities and to exercise financial control over allocated budget.

GENERAL Knowledge of financial audit procedures, standards and reports to provide input into and assist in reviewing audit activities.

Requires knowledge of computer software, the internet and data entry programs, including Microsoft Word, Powerpoint, Excel, Explorer electronic mail, National Oracle databases including ABACUS, FRMS, HRTS and SIP in order to gather information, prepare correspondence, produce reports and input data.

(8) Contextual Knowledge

WORK UNIT

Extensive Knowledge of the mandate and priorities of Small Craft Harbours' related to the reduction of operating expenditures through partnerships or devolution exercises and new business arrangements with clients through the Harbour Authority initiative. Knowledge of respective roles of national and regional staff on all management and operational issues is important in developing effective working relationships, selecting the best course of action, and providing a unified approach to issues. Knowledge of investigative techniques to ensure enforcement and evidence gathering procedures are conducted correctly and legally. Knowledge of the media, their interests and unit protocols to ensure accurate information on the activities of the unit are presented accurately and professionally. Knowledge of collective agreements, travel directives, standards, procedures, guidelines and unit culture to provide leadership to staff. Knowledge of inventory control and accountability standards to ensure asset utilization is managed and used for its intended purpose.

DEPARTMENT

Knowledge of the culture, values, organization, mandate, policies, programs and objectives of the department, in support of the departmental vision and oceans strategy initiative in order to provide informed advice and recommendations to Harbour Authorities. Knowledge of departmental policies and contacts and points of reference is required in order to understand a best course of action and how it will impact on the Small Craft Harbours' mandate and program initiatives. Knowledge of the interaction between branches such as finance, communications, personnel, informatics, contracting, habitat management, and their advisors and directors to ensure contact is made with the person(s) responsible for any particular component of an initiative to ensure information is received in a timely

manner.

OTHER DEPARTMENTS

Department of Public Works and Government Services Canada (PWGSC) to understand their role in the disposal of federal government real property to ensure compliance with Treasury Board guidelines; Department of Environment (DOE) to understand the various environmental acts and regulations and to understand and support the role and responsibility of SCH in adhering to environmental legislation, particularly related to land management; Transport Canada , Harbours and Ports directorate, to understand the linkages between its mandate to manage and operate federal commercial ports and the SCH mandate to establish a cooperative working relationship particularly as relates to the operations of harbours with shared jurisdiction. Indian and Northern Affairs Canada (INAC) to understand its mandate and role relevant to associated land claims and real property issues in respect to aboriginal communities. This knowledge is particularly significant to the SCH program in respect to the management and disposal of federal real property at harbours that may be the subject of land claims or related treaties with aboriginal groups; Human Resources Development Canada programs to access financial and human resources to assist in furthering the aims of Harbour Authorities through the development of partnership arrangements. This knowledge is essential in providing the best advice, recommendations and direction to all harbour users in areas where each of these agencies are involved and decisions have to be made on a best course of action on many management issues.

CANADIAN PRIVATE AND OTHER PUBLIC SECTORS

Knowledge of the roles, responsibilities, and programs of Provincial Departments and Municipal units and officials to provide assistance and consultation on the Harbour Authority and divestiture initiatives. Knowledge of the political, cultural, and socio-economic status of the communities in the assigned portfolio to facilitate in the planning for the implementation of the Harbour Authority or divestiture initiatives, and for ongoing service delivery. Knowledge of local politicians, special interest groups and the identity of community leaders to seek and provide consultation on policy issues. Knowledge of the trends and developments in the fishing industry that will impact of the Small Craft Harbours' initiatives, and in order to forecast changes in the management options and levels of service required for commercial fishing harbours.

LEGISLATION / REGULATIONS

Knowledge of the content and underlying principles and intent of the following Acts and Regulations, as they apply to management and operation of real property and facilities, and to be able to minimize risks and to formulate a due diligence legal defense in the event of prosecution for violations of specific statutes and against civil suits:

Fishing & Recreational Harbours Act And Regulations and the Federal Property Traffic Act to manage, to ensure health and safety of harbour users, provide advice to lessees and Harbour managers and users, to implement construction and repair projects, and to acquire and divest property.

Canada Business Corporations Act (Part 2) to ensure compliance under the Act by the Harbour Authorities to maintain their legal incorporation entity and ensure that the necessary reports and documentation is received from the Harbour Authorities.

Provincial and territorial acts, regulations, policies and procedures governing environmental protection and habitat management to ensure compliance of harbour transfer and management activities.

Financial Administration Act to ensure compliance of lease agreements, real estate transactions, construction and surveying projects, procurement, invoicing and expenditure procedures.

Federal Real Property Act and Regulations to conduct, monitor and evaluate land acquisition, leasing and disposal.

Federal and provincial legislation, property law, contract law and leasing procedures to ensure that transactions are appropriately managed in their respective jurisdictions.

Federal and provincial legislation and agreements governing transfer of lands, resources and programs to First Nations to ensure that SCH agreements are in compliance.

Federal laws governing environmental protection, enforcement and the safe and responsible operation of harbours (e.g., Navigable Waters Protection Act, Canada Shipping Act, Canadian Environmental Assessment Act, Environmental Protection Act, Harbours and Ports Act, Public Works Act) to manage operations, and to ensure that the Crown's interests are defended in construction and real estate transactions.

(9) Communication

COMMUNICATION OUT:

Presentation and public speaking skills are required when articulating policy information, reports, and recommendations to fishing industry stakeholders and public clients. This often requires interpreting policy in order to present arguments and dissuade individual biases as well as explaining and altering specialized legal and technical terminology so that it can be fully comprehended by various audiences.

Verbal and presentation skills are required to negotiate leasehold interests with incorporated groups and commercial operators. This requires skill in interpreting Treasury Board guidelines and explaining specialized legal terminology in order that information can be fully comprehended by the lessee. This requires skill to negotiate and persuade the lessee with respect to specific clauses in the lease, lease boundaries, and lease rates.

Writing skills are required to prepare correspondence to clients and to prepare various reports, draft background and site specific information necessary for ministerial correspondence and fact sheets. This requires skill in interpreting information and explaining complicated and sensitive issues.

Verbal skills are required to present the assigned functions in wide ranging consultations with client groups, regional officials, and other government departments to explain policies, priorities and activities, negotiate issues, obtain input and gain agreement and cooperation to handle sensitive situations. Depending on the client groups, the message must be altered and simplified in order to be understood and effective.

COMMUNICATION IN:

Active Listening skills to interpret body language, tone of language and other non-verbal communications, recognizing the different meanings these have for persons of different cultural origins and on the basis of the circumstances in which the information was provided, to understand the intent and the complexities of the message being transmitted by people with whom the individual must interact within the Department., clients, fishing industry representatives, service providers, other governmental organizations, and non-governmental organizations in developing networks and partnerships to provide quality client services. Due to the complexity of the message and terminology, the emotional and confrontational circumstances and environment in which interactions evolve and the variety of audiences, an understanding of the implicit component of the message is as important to the meaning of the message as the explicit component. Observation skills to read between the lines when conducting public information sessions and to adjust delivery to the respective mood of the audience.

Reading and interpretive skills to gather and synthesize key information from legislation, departmental policies and directives, contracts, surveys, leases, complex and ambiguous common law, legal documentation and then presenting information in a format and terminology that can be easily understood and utilized by the staff, general public, Harbour Authorities, organizations, clients, and community representatives, to promote comprehension and awareness and to ensure that the requirements for the development, management and enforcement of the SCH program is understood.e. Reading skills to digest information and demands from groups or individuals and review proposed responses to ensure that they contain accurate information.

Listening and interpretation skills are required when receiving information and feedback from industry representatives, the Area Chief, colleagues and contractors in order to retain salient points, synthesize information on complex issues, and gauge underlying intentions.

(10) Motor and Sensory Skills

In the course of travel and enforcement duties, there is a requirement for dexterity and coordination to embark and disembark vessels, and land vehicles while carrying equipment, and to inspect harbour infrastructure.

Manual dexterity and coordination skills are required for the daily operation of a computer keyboard in the preparation of correspondence, reports and inputting data. Dexterity is required to operate other office equipment such as photo copiers, fax machines and cellular telephones.

Effort

(11) Intellectual Effort

UTILIZING strategies, practices and approaches to govern the negotiation and consultative processes with fishing industry stakeholders and the public involved in the implementation of the Harbour

Authority policy. The work is performed under departmental time line pressures to achieve imposed goals, involves dependence on other government departments and agencies, client pressures for information, conflicting stakeholders interests and changing policy interpretations.

Analyzing the associated business and operational plans of the established Harbour Authorities to evaluate their effectiveness from a management, operational, business, and legal perspective and directing corrective measures through consultation or direct intervention. This work is performed under time line pressures imposed by the department, individual biases against the department, and client reluctance to change to comply with directives.

Negotiating the resolution of differing interpretations as they arise in the administration of harbour authorities, including enforcement procedures, data collection, and collection of revenues from fees and services. The work is performed without the benefit of established practices and precedents and without the availability of human resources required to meet imposed goals and deadlines.

Intellectual effort must be applied in the management of a construction program to analyze requirements for program expenditures, prioritize project requests for funding, and for the preparation of project proposals. The work is performed under time line pressures imposed by the department and clients, weather and climatic conditions, and the dependence on other government departments and agencies. There is a constant requirement to analyze an on-going number of project requests, seek or create solutions from a large number of options, and to make unbiased funding decisions with limited program funding.

Managing a minor construction program under tight work schedules, funding pressures and ever increasing service demands can be quite complicated when consideration must be given to construction standards, available working season for marine projects, developing environmental requirements, as well as concerns and priorities of other federal and provincial regulatory agencies. In addition, fishing seasons, quotas, vessel and gear types must be fully understood to meet client needs. The analysis of this information is complex and time consuming and the incumbent is required to develop construction options taking all these concerns into account. This is further complicated by a natural resistance to accept anything new or of a different standard than clients have been used to in the past.

UTILIZING strategies and options unique to each situation in order to conduct sensitive negotiations with client groups regarding the short and long term development, management and divestiture of real property. The work is performed under departmental time line pressures to achieve imposed goals, dependence on other government departments and agencies, client pressures for information and legal interpretations, conflicting stakeholders interests, and negative public opinion against overall government fiscal restraint and downloading policies.

(12) Sustained Attention

The work requires long periods of sustained attention when operating a motor vehicle in order to concentrate on the road while driving. There are frequent interruptions with calls from cellular telephones which increase the risk of accidents. This work takes up to twenty percent of the incumbent's time on an ongoing basis, due to the geographic size of the area of responsibility.

The requirement to maintain attention while attending public and internal business meetings as a leader participant requires sustained attention to comprehend and interpret information and to contribute effectively to a variety of complex initiatives and concerns. These activities consume twenty five percent of the available time.

The requirement to read, comprehend and respond to a variety of correspondence demanding different levels of interpretation and levels of response, consume twenty five percent of the available time.

(13) Psychological/Emotional Effort

Psychological/emotional effort is needed to remain impartial and composed when dealing with conflicts and disagreements in discussions with Harbour Authorities, community representatives, user groups and contractors to obtain and exchange information regarding operational issues or enforcement and safety incidents. Due to the sensitivity of the commercial fishing industry, sometimes emotions can run high and there is little or no control over the number of clients, duration and frequency of incidents or how individuals choose to express their emotions. Enforcement activities can be very sensitive and may result in a very emotional or hostile reaction and interaction from those involved. Where clients believe that their livelihood is being threatened, there are strong emotional reactions and persons tend to act first and think of the consequences later. Every incident must be assessed independently and the incumbent has no way of predetermining public or individual reaction to enforcement interventions. Diplomacy is required often to deflect criticism directed at other programs and to avoid disclosing confidential information.

Psychological/emotional effort is required to deal factually and promptly with sensitive, highly political and controversial issues relating to the development, management and enforcement of the Small Craft Harbours program and to respond to questions presented by representatives of industry related organizations or their legal representatives who have concerns with decisions rendered and other issues, and to explain and defend political and departmental direction, policies and regulations. In many instances, the information that the incumbent is dealing with is very politically sensitive. The interaction with Harbour Authorities, fishing industry representatives, project committees, partners and stakeholders, task groups or individuals creates considerable psychological and emotional pressure due to strong and varied points of view and opposing positions. Individuals making requests in person or by telephone, or in reaction to information provided that is in opposition to their position, can become hostile, abusive, threatening, or very emotional; under these circumstances, it is necessary to keep a professional composure, be empathetic but not become emotional, and bring the issue and conversation to a fruitful resolution. Considerable judgement is required to assess and analyze situations and quickly respond with appropriate solutions to address issues, which causes psychological pressure.

(14) Physical Effort

On a daily basis, the work involves long periods of sitting to read a variety of hard copy and electronic information, to operate a personal computer and to analyze problems and offer suggested solutions.

On a frequent basis, the work involves visiting harbour locations where construction activity is

- occurring, climbing on and off vessels, wharves and harbour facilities to carry out facility inspections.
- is requires the provision of protective and safety equipment including safety boots, life jackets, gloves and hard hats.

There is a weekly requirement to attend meetings and stand for long periods of time in directing discussions or to sit for extended periods recording information.

There is a frequent requirement to visit remote harbour locations and communities to attend meetings. This involves prolonged periods of driving alone and sitting in one position, as well as a requirement to travel on helicopters, small planes and vessels.

The work requires stamina and concentration to work extended and irregular hours to meet operational demands and accommodate client needs.

Working Conditions

(15) Work Environment

Psychological Work Environment:

The work is performed in both an office and external environment. There is a continuous requirement to deal with imposed deadlines from the completion of reviews, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, and politically sensitive issues associated with programs and policies.

The work involves attending on site meetings at many varied locations with community groups, Harbour Authorities, and the general public several times a week, many of which are of a sensitive nature and pose a requirement to deal with angry, distressed, and confrontational people in enforcement situations.

Physical Work Environment:

The work involves continuous exposure to noise and frequent interruptions from staff, callers, and visitors, as well as exposure to glare from computer monitors during long periods of keyboarding. The work also involves continuous exposure to harbour and construction sites. The on site work involves continuous exposure to inclement weather, extremes of heat and cold, dust, fumes and noise. Occasionally there is a requirement to climb ladders, board vessels and walk over rough terrain in all weather conditions. There is a requirement to wear safety and protective clothing when visiting construction sites and inspecting harbour facilities.

There is a frequent requirement to work unpredictable and uncontrollable hours to deal with time lines imposed by third party meetings and/or locations. The work involves attending occasional meetings in sometimes remote harbour locations. Many incidents result from extreme weather conditions and must be inspected and resolved during the event.

the work requires extended periods of driving alone, and in all weather conditions, both day and night.

(16) Risk to Health

Repeated travel on a weekly basis involves driving a vehicle for extended periods of time, often to remote locations during inclement weather and on sub-standard road conditions, causes muscular pain in the back and shoulders, eye strain and fatigue and increases the risk of highway accidents.

Daily exposure to continuous meetings and phone calls, imposed deadlines, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, politically sensitive issues, and uncontrollable hours cause high stress levels that can lead to severe psychological and physical problems.

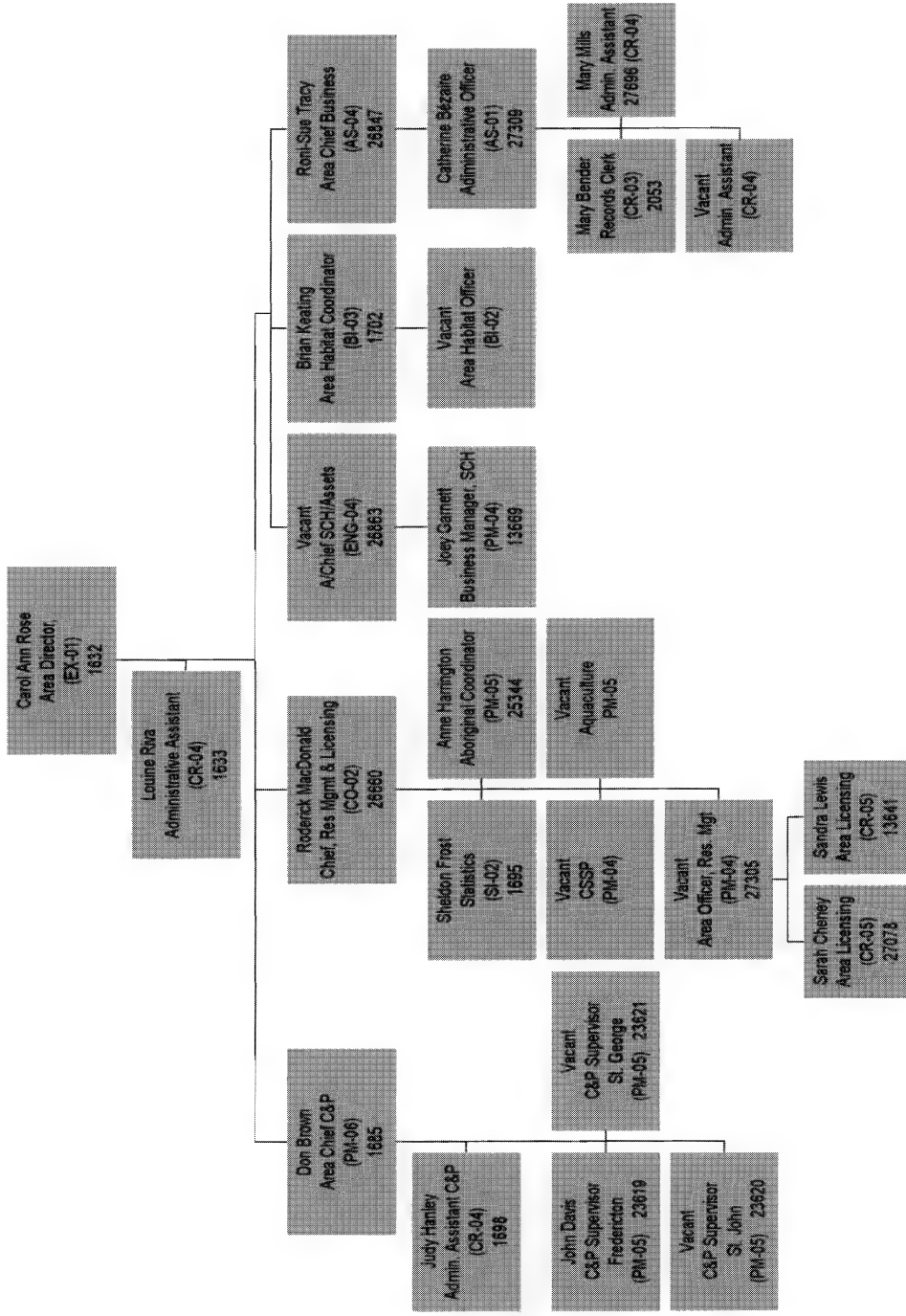
Visiting remote harbour locations alone and carrying out inspections of unsafe and derelict harbour infrastructure poses a risk to personal safety.

The office work environment is characterized by occasional visits from angry, distressed and confrontational individuals or groups of people that sometimes take over the office for extended periods of time. The unpredictability of this type of working environment leads to stress and anxiety, as such disruptions affect imposed deadlines and client service and increases the possibility of physical confrontations.

There is occasional exposure when confronting individuals or groups of people to carry out enforcement roles. This type of work leads to stress and anxiety, as often such individuals are agitated, threatening and confrontational, and poses the risk of physical harm.

The frequent use of finger and wrist muscles to enter data on a computer keyboard and produce correspondence, reports, environmental screening, contribution documents, can cause muscular pain.

SWNB Area Director's Office



Boudreau, Mireille

From: Boudreau, Mireille
Sent: Monday, December 17, 2001 2:02 PM
To: Hartinger, Lisa

St. Andrews OK

Importance: High
Sensitivity: Confidential

#1. Please pull the following 2 positions files, and set them aside with this email, as we will very soon be processing:

- changes in reporting relationships
- positions reclassifications PM-03 to PM-04:

<u>Vacant (ongoing competition):</u>	<u>Region:</u>	<u>New reporting Relationship to:</u>
27261	Maritimes	ENG-04 27831 Mike Britten (AD's Office org, Sydney, NS)
27262	Maritimes	ENG-04 27840 Vacant (AD's Office org, Yarmouth, NS)

The changes in reporting relationships and the position reclassifications are effective retroactive to the date that these Business Managers positions were created.
"AD" stands for "Area Director".

#2. Please pull the following 11 position files, and set them aside with this, as we will very soon be processing:

- changes in reporting relationships
- positions PM-03 to PM-04 reclassifications
- incumbent PM-03 to PM-04 reclassifications

<u>Incumbered posn:</u>	<u>Region:</u>	<u>Incumbent:</u>	<u>New reporting Relationship to:</u>
7386 13665 <i>13667</i>	Gulf	A. Noel	ENG-04 27838 Vacant (AD's Office org, Tracadie, NB) -
org, Ch'town, PEI)	Gulf	J. Kelly	Stays PM-05 7388 Morriscey (AD's Office
✓ 13666	Gulf	D. Thibodeau	Stays PM-05 7388 Morriscey (AD's Office
org, Ch'town, PEI)			
✓ 13668	Gulf	R. Duplessis	ENG-04 27838 Vacant (AD's Office org, Tracadie, NB) -
✓ 13669	Gulf	J. Garnett	ENG-04 27832 Vacant (AD's Office org, St. Andrews, NB) -
✓ 13670	Gulf	T. Chiasson	ENG-04 27839 Vacant (AD's Office org, Antigonish, NS) -
✓ 13671	Gulf	P. MacDonald	ENG-04 27839 Vacant (AD's Office -
org, Antigonish, NS)			
✓ 13672	Maritimes	W. Hall	ENG-04 27840 Vacant (AD's Office org, Yarmouth, NS) ✓
✓ 13673*	Maritimes	A. Sweeney	ENG-04 27840 Vacant (AD's Office org, Yarmouth, NS) -
- 13674*	Maritimes	W. Newman	ENG-04 27831 Mike Britten (AD's Office org, Sydney, NS) -
- 20612	Maritimes	W. Malloy	ENG-04 27840 Vacant (AD's Office org, Yarmouth, NS) -

(*I have 13673 and 13674 with me already.)

#2 is effective April 1, 2001.

SPECIAL NOTE:

i) **We do classification actions for positions in the Gulf. You will be co-ordinating with our counterparts in the Gulf (Moncton, NB) - Patricia Gaudet is the HR Advisor 506-851-6960 (I can't recall her assistant's name). If the position files for the Gulf positions are not in our file room, they are likely with Pat in Moncton. We can still do the work from here and just send Pat the paperwork to file. We should co-ordinate with Pat of course.**

ii) **When we do this work (#1), I would like all the paperwork to be on each & every of the relevant position files ok. I'm putting the paperwork together, and we can get together**

DeForest, Janice

From: Beaubien-MacLean, Marguerite
Sent: Friday, November 23, 2001 11:28 AM
To: Hanlon, John; vanHelvoort, Gus; Rose, Carol Ann (FHM); Surette, Tim; Boucher, Rheal; Gaudet, Sandra; MacDonald, Roddie A
Cc: Boudreau, Mireille; Langille, Michelle; Gaudet, Patricia; Theriault, Serge; Colbert, Anne; DeForest, Janice; Smith, Heather
Subject: SCH Business Manager

As per Serge's e-mail to you of last week, the following is to confirm that the SCH Business Manager position will be reclassified PM-04 (based on relativity with Nfld). We have the HR request, but no signed WD's nor org charts. The org charts submitted with the request show the positions reporting to the old PM-05 and were unsigned. These need to be updated.

As for effective date, my understanding is that April 1 2001, is the suggested date, which coincides with the creation of the ENG-04 positions. (Given the changing role of the Chiefs - ENG -04, Serge put a case forward that the Business Managers now have a greater role and responsibility in negotiating with Harbour Authorities.).

We need confirmation of the effective date, signed WD's and org charts before proceeding with the reclassification of the positions. As well, please advise if any language or security requirements are to be changed. Once documentation received, TB 330's will be issued, with changes in reporting relationships amended, where required. As for the reclassification of the incumbents, we need a SOQ; however, in consultation with Mireille, suggest you use the SOQ that had been developed for the staffing of the vacant Business Manager and provide a written statement that incumbent meets all of the requirements as identified on the SOQ.

For any additional information, **please contact Mireille for Maritimes and Patricia for Gulf**. Mireille will look after the reclassification of all positions (Maritimes and Gulf) and the reclassification of the Maritimes region incumbents, while Patricia will look after the reclassification of the Gulf region incumbents. Old Chief PM-05 positions will be deleted once they are permanently vacated (do not show these on your org charts, exception PEI maybe).

Thank you for your patience...

Marguerite Beaubien-MacLean
Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Beaubien-MacLean, Marguerite
Sent: Wednesday, September 12, 2001 1:34 PM
To: Hanlon, John
Cc: MacDonald, Donald; Leblanc, Marie; Gaudet, Patricia; Theriault, Serge; Girouard, Maurice; Reedie, Penny; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheal; Gaudet, Sandra; Surette, Tim
Subject: RE: Job Description: Chief, SCH/Assets

I have asked Nfld to send me a copy of the WD . More often than not in cases like these, the duties/responsibilities and the organizational structure are different enough to warrant different classification decisions. We will compare both WD's when we receive Nfld's and advise you of our findings. In the interim, we will not issue the TB 330's.

Marguerite Beaubien-MacLean
Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Hanlon, John
Sent: Wednesday, September 12, 2001 8:50 AM
To: Beaubien-MacLean, Marguerite
Cc: Donald MacDonald; Marie Leblanc; Patricia Ann Gaudet; Serge Theriault; Maurice Girouard; Penny Reedie; Carol Rose; Gus vanHelvoort; John Hanlon; Rheal Boucher; Sandra Gaudet; Tim Surette
Subject: RE: Job Description: Chief, SCH/Assets

Margurite:

Further to my notes yesterday I am aware that the NFLD WD's for these positions have been classified at the PM-04 level. As you may be aware this has been a longstanding issue with Gulf / Maritime staff in these positions. I fully anticipate a classification grievance if the current results stand. Is there an opportunity to review this decision given the NFLD WD's??

If these positions are only a few points from the PM-04 level and the NFLD Positions are PM-04 level it would seem appropriate to take a second look.. When submitting this WD It is my belief that all AD's were anticipating and supporting a PM-04 outcome. I know I was.. Unfortunately in this business you can't ask for what you want you have to roll the dice.

I would certainly support taking a second look at this and ask my fellow AD's to advise you if they support this as well.

John Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893

-----Original Message-----

From: Beaubien-MacLean, Marguerite
Sent: Tuesday, September 11, 2001 9:43 AM
To: Hanlon, John
Cc: Girouard, Maurice; Theriault, Serge; Reddie, Penny; Boudreau, Mireille; Leblanc, Marie
Subject: RE: Job Description: Chief, SCH/Assets

The six Area Directors gave their unanimous support to have this most recent version of the WD classified in today's classification standards (copies of their e-mails were attached to the request from Serge). Despite the fact a previous version of this WD had been classified in April 2000 (grieved but then withdrawn), we agreed to classify it again as it was my understanding that this WD was a more accurate description of the work. The ratings show a strong PM-03 (unchanged).

There is no reason to delay issuing the TB 330, as you are discussing adding new duties, not suggesting that the WD is inaccurate. If you submit yet again for classification review, you will need to clearly identify the additional duties, and the effective date you intend to assign these. We will only look at those and establish whether they are significant enough to warrant another classification review. You will need to ask yourself whether adding new duties makes good business sense, or is intended strictly to achieve a higher classification level.

Marguerite Beaubien-MacLean
Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Hanlon, John
Sent: Tuesday, September 11, 2001 8:10 AM
To: Beaubien-MacLean, Marguerite
Cc: Donald MacDonald; Maurice Girouard; Serge Theriault; Burry, Claude
Subject: RE: Job Description: Chief, SCH/Assets

Hi Marguerite:

Thank you for this. I was surprised and disappointed at the level of the Business Manager's position. I was advised that this position would rate maybe a high PM 04 or even higher. Was the rating a strong PM-03?? Is there an opportunity to adjust here before the TB330's go out.

I believe we should consider adding Real Property responsibilities and in particular give formal OSH duties to these positions.

Maurice what do you think??

John Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893

-----Original Message-----

From: Beaubien-MacLean, Marguerite
Sent: Monday, September 10, 2001 6:27 PM
To: Gaudet, Sandra; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheal; Hanlon, John; Clarke, Alan J (Yarmouth)
Cc: Reedie, Penny; Girouard, Maurice; Leblanc, Marie; Langille, Michelle; Boudreau, Mireille; Surette, Tim
Subject: RE: Job Description: Chief, SCH/Assets

The Area Chief SCH/Assets position has been classified ENG-04. As such it will be established as a new position. The Business Manager positions reporting to it have remained at the PM-03 level. TB330's will be issued to confirm this as well as ensure these positions show under the respective Area Director. But given the backlog due to strike and vacation, it may be a while before we get to it. I thought you would want to know so that you can at least start working on your staffing strategy. Please discuss this with Michelle for the Chief position, and Mireille for the Bus. Manager.

We will be using the attached e-mail as the instructions for reporting relationships and org id's. Marie, if you wish we can issue TB330 for Antigonish and Shediac, but I understand structure for Charlottetown remains as is until further notice. Let me know.

<< File: FW Area Director Model.rtf >>

Marguerite Beaubien-MacLean
Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Beaubien-MacLean, Marguerite
Sent: Thursday, August 09, 2001 9:15 AM
To: Girouard, Maurice; Hanlon, John
Cc: Reedie, Penny; Leblanc, Marie; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheal; Gaudet, Sandra; 'Surette, Tim'
Subject: RE: Job Description: Chief, SCH

The classification level will help in determining if this is a new position or a reclassification. I have not yet seen the WD, but I understand the desire is for an ENG. If the classification ends up an ENG, we would be hard pressed to say that it is the same position with enhanced duties, ie reclassification. For the classification to go from PM to ENG, means a substantial change in the nature of the position, thus meaning a new position. If it stays PM, we need then to look at the changes to determine if substantial enough to call it a new position. If it stays PM but is made up of half the old PM and half the old ENG, it would be a new position, especially where there are current incumbents of both the PM and ENG groups.

If a reclassification, incumbent needs to meet the requirements of the SOQ, but no competition.

If a new position, position is staffed by competition or, if not considered a promotion, can be staffed by deployment, (unless of course we are in a reverse order of merit situation....).

As you can see, there could be many scenarios. First thing is to get the WD classified. Once I receive confirmation from each Area Director, indicating unanimous consent, preferably via a signed WD as per my discussions with Penny and Maurice, we will get a classification decision underway. After that, we can discuss staffing strategy.

Marguerite Beaubien-MacLean
Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Girouard, Maurice
Sent: Wednesday, August 08, 2001 2:27 PM
To: Hanlon, John
Cc: Reedie, Penny; Beaubien-MacLean, Marguerite; Leblanc, Marie; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheal; Gaudet, Sandra; Surette, Tim; Leblanc, Marie
Subject: RE: Job Description: Chief, SCH

Marguerite will enlighten us on this, thanks.

-----Original Message-----

From: Hanlon, John
Sent: August 8, 2001 2:17 PM
To: Girouard, Maurice
Cc: Reedie, Penny; Beaubien-MacLean, Marguerite; Leblanc, Marie; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheal; Gaudet, Sandra; Surette, Tim; Marie Leblanc
Subject: RE: Job Description: Chief, SCH

Maurice / Margurite:

Is it clear yet whether these will be reclassifications where the incumbents meet the SoQ's or are these considered new positions thus requiring competitions??

*John Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893*

-----Original Message-----

From: Girouard, Maurice
Sent: Wednesday, August 08, 2001 2:08 PM
To: Hanlon, John
Cc: Reedie, Penny; Beaubien-MacLean, Marguerite; Leblanc, Marie; Carol Rose; Gus vanHelvoort; Rheal Boucher; Sandra Gaudet; Tim Surette
Subject: RE: Job Description: Chief, SCH

Thanks John. Marguerite feels you could now proceed and do the staffing of that position for your group. Marguerite is now classifying the position but needs your signature on the staffing request which will confirm your agreement. Please proceed, thanks.

-----Original Message-----

From: Hanlon, John
Sent: August 7, 2001 11:42 AM
To: Maurice Girouard
Cc: Penny Reedie; Donald MacDonald
Subject: FW: Job Description: Chief, SCH

Hi Maurice:

This is to confirm that I have reviewed the new work description for the Area Chief SCH and RPAM and concur that it reflects the nature and duties of the position as I understand them to be based on our previous agreement.

*John Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893*

-----Original Message-----

From: Reedie, Penny
Sent: Tuesday, August 07, 2001 9:31 AM
To: Hanlon, John; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Murphy, Mike (BIO); Surette, Tim
Cc: Girouard, Maurice

Subject: RE: Job Description: Chief, SCH

Yes.

Please provide your comments on the WD directly to Maurice, with a copy to me. The WD should accurately reflect the nature and duties of the position.

I will arrange with Regional HQ to review the new WD, compare it to the existing one, and advise on any classification change.

I would also appreciate your earliest attention to this initiative .

Thanks everyone.

Penny

-----Original Message-----

From: Hanlon, John
Sent: August 7, 2001 9:02 AM
To: Reddie, Penny
Cc: Maurice Girouard
Subject: RE: Job Description: Chief, SCH

Hi Penny:

Got a note on Aug 01 from Maurice asking AD's to submit the WD to their respective regions for classification and staffing.

If we do this it may mean each region would be classifying the new wd independently. Is there a way to avoid this??

John Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893

-----Original Message-----

From: Reddie, Penny
Sent: Thursday, August 02, 2001 10:32 AM
To: vanHelvoort, Gus; Murphy, Mike (BIO); Rose, Carol Ann (St. Andrews); Surette, Tim; Hanlon, John
Subject: Job Description: Chief, SCH

Any comments on the draft description?

I'd like Maurice to send it to HR for classification as soon as Area Directors agree that the document reflects the actual work to be done and the skill sets required to do it.

Penny

Fisheries and Oceans
CanadaPêches et Océans
Canada

s.19(1)

PROTECTED when completed
PROTÉGÉ une fois rempliHUMAN RESOURCES
SERVICE REQUESTDEMANDE DE SERVICE EN
RESSOURCES HUMAINES

1. BASIC INFORMATION / RENSEIGNEMENTS GÉNÉRAUX			
Directorate/Branch/Division - Direction générale/Direction/Division Corporate Services, Small Craft Harbour		Designator or Station N° - Sigle ou numéro de poste de courrier	
Financial Code - Code financier 2F800		Position Location - Lieu du poste St. Andrews, NB	
Position N° - N° du poste 13669	Group/Level - Groupe/Niveau PM 04	Position Title - Titre du poste Business Manager	
Position N° of supervisor N° du poste du surveillant 26863	Name and title of supervisor - Nom et titre du surveillant Chief, SCH & Assets		Telephone N° - N° de téléphone (506) 529-5850
2. CLASSIFICATION (Action Requested / Action Demandée)			
<input type="checkbox"/> New Indeterminate Position Nouveau poste indéterminé	Effective Date Entrée en vigueur Y-A M D-J 2001/04/01	<input type="checkbox"/> New Term Position Nouveau poste déterminé	From - De Y-A M D-J To - A Y-A M D-J
<input checked="" type="checkbox"/> Reclassification	Effective Date Entrée en vigueur Y-A M D-J 2001/04/01	<input type="checkbox"/> Term Position Extension Prolongation d'un poste déterminé	From - De Y-A M D-J To - A Y-A M D-J
<input type="checkbox"/> Review and update Révision et mise à jour	Position excluded from collective bargaining Poste exclu des négociations collectives		No <input type="checkbox"/> Yes <input type="checkbox"/> Non Oui
3. LANGUAGE REQUIREMENTS OF POSITION - EXIGENCES LINGUISTIQUES DU POSTE			
<input checked="" type="checkbox"/> English essential Anglais essentiel			
<input type="checkbox"/> French essential Français essentiel			
<input type="checkbox"/> English or French essential Anglais ou français essentiel			
<input type="checkbox"/> Bilingual Imperative Bilingue impératif			
<input type="checkbox"/> Bilingual Non-imperative Bilingue non-impératif			
If Imperative, state reason Si impératif, donnez la raison			
<input type="checkbox"/> "P" Designator Identification "P"			
<input type="checkbox"/> Significant Operational Impact Portée opérationnelle importante			
<input type="checkbox"/> Indispensable Position Poste indispensable			
<input type="checkbox"/> Term Appointment Nomination - Période déterminée			
Communication requirements Exigences de communication		Linguistic profile Profil linguistique	
Serv. to public Serv. au public	Pers. serv. Serv. au pers.	Comm. serv. Serv. central	Not required 0 Non requis
Sup. func. Fonc. sup.	Grief. Griefs	Other Autres	English and French 1 Anglais et français
			English only 2 Anglais seulement
			French only 3 Français seulement
			English and French 4 Anglais et français
Linguistic profile Profil linguistique			
English Anglais			
French Français			
Estimate Lang. Use Prév. de l'uti. des lang. off.			
Eng. - Angl.			
Fr. - Fr.			
% %			
4. SECURITY REQUIREMENT OF POSITION - EXIGENCE D'AUTORISATION DE SÉCURITÉ DU POSTE			
<input type="checkbox"/> Basic Reliability Vérification de base de la fiabilité			
<input checked="" type="checkbox"/> Enhanced Reliability Vérif. approfondie de la fiabilité			
<input type="checkbox"/> Confidential Confidentiel			
<input type="checkbox"/> Secret Secret			
<input type="checkbox"/> Top Secret Très secret			
5. STAFFING - DOTATION			
ACTION REQUESTED - ACTION DEMANDÉE			
<input type="checkbox"/> Competition Concours	<input checked="" type="checkbox"/> Reclassification	<input type="checkbox"/> New Term Nouvelle période déterminée	From - De Y-A M D-J
<input type="checkbox"/> New acting appointment Nouvelle nomination intérimaire	<input type="checkbox"/> Deployment Mutation (Déploiement)	<input type="checkbox"/> Extension of Term Prolongation de la période déterminée	To - A Y-A M D-J
<input type="checkbox"/> Extension of acting appointment Prolongation d'une nomination intérimaire	<input type="checkbox"/> Transfer Mutation (Nomination)	<input type="checkbox"/> Appointment from eligibility list Nomination à partir de la liste d'admissibilité	Other (specify) Autre (spécifiez)
Present Acting Nomination intérimaire			
Effective - Entrée			
Expiry - Expiration			
Reason - Raison			
<input checked="" type="checkbox"/> Full Time Temps Plein			
<input type="checkbox"/> Part Time Temps partiel			
<input type="checkbox"/> Seasonal Saisonnier			
Weekly Hours of Work Nombre d'heures de travail hebdomadaires 37.5			
<input type="checkbox"/> General physical examination Examen physique général			
<input checked="" type="checkbox"/> Travel Voyage			
<input checked="" type="checkbox"/> Overtime Heures supplémentaires			
EMPLOYEE INFORMATION (if applicable) - RENSEIGNEMENTS SUR L'EMPLOYÉ(E) (au besoin)			
Surname - Nom de famille Garnett	First Name - Prénom Joseph C.	Dept. - Min. DFO	PRI - CIOIP 13669
Designator or Station N° Sigle ou numéro de poste de courrier	Region Région Maritimes	Compensation Specialist / Spécialiste en rémunérations et avantages spéciaux	
Name / Nom		Telephone N° / N° de téléphone	Fax N° / N° de fax
Status - Statut			
<input checked="" type="checkbox"/> Indeterminate Indéterminée			
<input type="checkbox"/> Term Déterminée			
<input checked="" type="checkbox"/> Full Time Temps Plein			
<input type="checkbox"/> Part Time Temps Partiel			
<input type="checkbox"/> Seasonal Saisonnier			
<input type="checkbox"/> Priority Priorité			
<input type="checkbox"/> Casual Emploi temporaire			
<input type="checkbox"/> Student Programs Programmes étudiants			
REMARKS - REMARQUES			
<div>RECEIVED</div>			
DOCUMENTS ATTACHED - DOCUMENTS C-JOINTS			
RESPONSIBILITY CENTRE MANAGER'S AUTHORIZATION - AUTORISATION DU GESTIONNAIRE DU CENTRE DE RESPONSABILITÉ			
Once authorized, send original to Finance and a copy to the center / Une fois autorisé, envoyer l'original au Centre de Responsabilité et une copie à la section 4			
Name - Nom Carol Ann Rose	Title - Titre Area Director, SWNB	Signature 	Date 9/Jan/02
SECURITY - SÉCURITÉ (Security use only - Réservé à la sécurité)			
Approved Level Niveau approuvé	Position / Poste	Employee - Employé(e)	Signature
Confirmation of level Confirmation du niveau	Level - Niveau	Date	Date

To
A

Jim Myles
Classification Grievance Officer
DFO HQ Ottawa

From
De

Angela Bissonnette
Human Resources Advisor
DFO, Maritimes Region

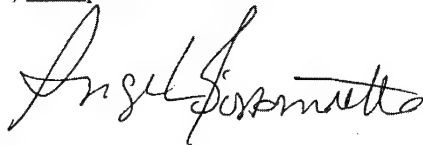
Security Classification-Classification de Sécurité PROTECTED
Our file / Notre Référence
Your File / Votre Référence
Date May 11, 2000

Subject
Objet

CLASSIFICATION GRIEVANCE - SCH BUSINESS MANAGER (GROUP GRIEVANCE)

Attached is documentation relative to the subject grievance:

- 1) Grievance forms
- 2) TB 330 being grieved
- 3) Rationale for decision being grieved.
- 4) Work Description for the position being grieved as well as the Work Description of the position's immediate supervisor.
- 5) Organization Chart signed and dated by the responsible manager and illustrating positions and their classifications above and below and lateral to the position being grieved.
- 6) Other pertinent documentation/information that may provide support/further clarification.



Angela Bissonnette
Human Resources Advisor

Attach.

Canada

**Classification Grievance
Business Managers – Small Craft Harbours Branch
Maritimes Region**

Attachments:

1. Grievance Transmittal Form (with attached signature sheets)
2. E-mail (undated) from Angela Bissonnette to Maurice Girouard, with attached Classification Work Sheet (signed by Gwen Barry and dated April 3/00)
3. Memo from Maurice Girouard to Jim Feetham dated Feb. 17/00, regarding "Positions: Business Managers and Area Chiefs", with attached Work Description entitled "Generic Business Manager"
4. Letter from Roger Renault to Maurice Girouard dated Feb. 6/00
5. E-mails between Paul MacDonald and Maurice Girouard dated Nov. 18/99, Nov. 16/99, Sept. 29/99, as well as attached e-mails between Maurice Girouard and Area Chiefs
6. Letter from Roger Renault to Maurice Girouard dated Aug. 30/99



Fisheries and Oceans
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Canada

CLASSIFICATION ACTION AND POSITION RECORD FICHE DE MESURE DE CLASSIFICATION ET DE POSTE

1. Department Ministère DFO	2. Position Number Numéro du poste 00013669	3. Action Type Type de mesure POS	4. Reason Motif L	5. Effective Date Date entrée en vigueur 01-04-97	6. Position Title Titre du poste BUSINESS MANAGER	7. Position Classification Authority Autorité de la classification du poste 2
8. RATING / EVALUATION						
Factors/Elements Facteurs/Éléments		Coord. / Degree Coord. / Degré		Points		
A. KNOWLEDGE		C2		224		
B. DECISION MAKING		B2		146		
C. OPERATIONAL RESPONSIBILITY		C		40		
D. CONTACTS		2		70		
E.						
F.						
G.						
H.						
I.						
J.						
K.						
L.						
M.						
N.						
O.						
P.						
Total Points / Total des points					480	
27. AUTHORIZATION / AUTORISATION						
A. Name Nom	NELSON, DARLENE					
B. Title Titre	HUMAN RESOURCES ADVISOR					
C. Signature						
28. Accountability Code / Accreditation Number Code d'imputabilité / Numéro d'accréditation / 98018						
30. Remarks / Remarques Position reviewed due to reorganization. No change to group/level.						
9. Geographic Location Situation géographique 130226					10. Job Number N° d'emploi 0000021323	11. Int. Inc. Tit. prop A
12. Supervisor's Position Number N° du poste du surveillant 00007390					13. Prev. Position Number N° du poste antérieur 435 01026	
14. Branch, Directorate, or Division Direction, Direction générale ou Division Chief, SCH, NB					15 a. Security Sécurité 2	15 b. Function / Sub-function Fonction / Sous-fonction X
16. Classification Classification PM 03					17. Prev. Classif. Classif. ant	18. Sup. Factor Facteur de surv. X
19. ADM Status Statut de SM					20. Eval. Proc. Proc. d'éval	21. Date of Next Review Date prochain examen 04-04-05
22. DEPARTMENTAL USE / À L'USAGE DU MINISTÈRE						
A.						
B.						
C.						
D.						
E.						
F.						
LINGUISTIC INFORMATION / INFORMATION LINGUISTIQUE						
23. Language Requirements of Position Exigences linguistiques du poste						
2. (English essential / Anglais essentiel)						
25. Communication Requirements Exigences de communication						
26. Linguistic Profile Profil linguistique						
24. Imperative Staffing Indicator Indicateur de dotation impérative						
31. EMPLOYEE NOTIFICATION / AVIS À L'EMPLOYÉ(E)						
I certify that the incumbent(s) of this position has (have) been notified of this classification decision. Je certifie que le(s) titulaire(s) de ce poste a (ont) été avisé(s) de cette décision de classification.						
A. Name Nom						
B. Title Titre						
C. Signature						
D. Date						
D-J M-M Y-A						
10						
33. Code						
34. Date						
0 13-09-98						

To
À

Maurice Girouard
Director Small Craft Harbours

From
De

Human Resources Operations
Personnel Branch

Security Classification-Classification de Sécurité

Our file / Notre Référence

Various

Your File / Votre Référence

Date May 11, 2000


Subject
Objet

NOTIFICATION OF CLASSIFICATION DECISION

Please find attached for your information and records a copy of the Classification Action Form(s) (TB 330-167A) which indicate that the following classification action(s) has/have been finalized:

- New term positions have been created.
- Positions have been reclassified. If you have not already done so, you may now take the necessary action to fill the position or appoint the incumbent -- please contact Human Resources Operations for assistance and information.
- Positions have been updated or a cyclical review has taken place (7388, 7389, 7390, 13665, 13666, 13668, 13669, 13670, 13671, 13672, 13673, 13674 and 20612).
- A position incumbency change has taken place. Pay has been notified. Please ensure the employee (if position incumbered) has been advised.
- A position has been geographically transferred.
- An amendment has been made to the last TB 330.
- Position has been deleted.

Please advise the employee of the results. He/she is entitled to submit a classification grievance within twenty-five (25) working days of the receipt of this notification should he/she disagree with the group and level to which this position was classified.


Anne Colbert
Human Resources Assistant

Att.

Canada

Apples to : 13673

13672

20612

13671

13670

13674

13665

13666

CLASSIFICATION WORK SHEET

Position Number : BUSINESS MANAGER (Generic)

Position Title : BUSINESS MANAGER

Effective Date : 1 April 1997 PP

Position Encumbered : Yes ☒ or No ☐

Unit : Small Craft Harbours

Supervisor : 07390 / 07388 / 07389 / 21538 (PMOS's)

13668

13669

Factors	Degree	Points	=BM	LT BM	GT BM
Knowledge	C2	224	16 at C2		30 at 2 28 at B
Dec Making	B2	146	{ 28 at 2 16 at B	14 at 3 2 at C	
Operational Resp	C	40			28
Contacts	2	70	16	2	

Total Points : 480 G&L: PM03 (401-500)

Remarks :

- See attached rationale

- Effective date needs to be resolved, Mgmt have proposed 1 Apr 1997, however, at least one of these psns (20612) was already issued a TB 330 eff 16 Feb 1998.

Classifier : Luen Barry

Date : 03 April 2000

Apples to : 13673

13672

20612

13671

13670

13674

13665

13666

CLASSIFICATION WORK SHEET

Position Number : BUSINESS MANAGER (Generic)

Position Title : BUSINESS MANAGER

Effective Date : 1 April 1997 P.P

Position Encumbered : Yes ☒ or No ☐

Unit : Small Craft Harbours

Supervisor : 07390 / 07388 / 07389 / 21538 (PMOS's)

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Contacts	2	70	16	2	

Total Points : 480

G & L: PM03

(401-500)

Remarks :

- See attached rationale

- Effective date needs to be resolved, Mgmt have proposed 1 Apr 1997, however, at least one of these psns (20612) was already issued a TB 330 eff 16 Feb 1998.

Classifier : Luen Barry

Date : 03 April 2000

RATIONALE
SMALL CRAFT HARBOURS
AREA CHIEF & BUSINESS MANAGER

BACKGROUND :

SPs were last classified **under the new organization scheme**, using the new PM Standard, as PM 05 and PM 03 respectively, with the following ratings :

Area Chief : C3-257/C3-223/C-40/3-110 = 630 PM 05 (611-720)
Business Manager : C2-224/B2-146/C-40/ 2- 70/ = 480 PM 03 (401-500)

CURRENT :

The positions have been resubmitted for classification review, using the newer version of the UCS WD, submitted as generics WDs to apply to all such psns in this region. DFO SCH national management has opted not to use the same generic WD for all such similar psns across DFO.

The duties of SP are essentially the same as the previous WDs classified, however the new UCS WD allows for considerable amplification over the previous WD, and to some extent this more recent expanded WD reflects SCH experience gained in performing the tasks within the new organization structure. Hence the current WD better lays out the full role of these positions. The main area of the WD which has been better described is that of involvement in the harbour divestiture activity, which has increased the volume of consultative services to local harbour authorities and associated communities, with associated contention and political overtones in the process. However, it can be noted that other aspects of these positions have always been (even under previous organization structures) in areas of sensitive and contentious community consultation with political implications., ie more of the same.

Management feel that these positions are under-classified. This can in part be explained by the format of the new UCS WD which allows for considerably expanded descriptions over the previous WD, which now allows SCH management the opportunity to see the psns described to the fullest, leaving the impression that the positions are undervalued. This impression however, does not account for the fact that classifiers, in the normal course of classifying positions over the years, have routinely sought out additional information, in the form of management consultation and/or on-site audits. Hence the full responsibilities of the positions, albeit less expansively described in the previous WD, was already taken into account in previous classification decisions on these positions. It is also recognized that the new UCS Classification Standard, rates these positions high. However, this has no bearing on evaluation under the PM Standard in the old and still effective system, which measures different factors than the UCS, placing different values on work than does the UCS Standard.

The process used to classify these two new generic WDs was to first classify them independently of the previous classification decisions, then to compare the results with the previous decisions. This classification evaluation resulted in exactly the same point rating in every factor, for both positions as was found in the previous classification decision. There are only four factors in the PM Standard. The degrees in each factor are very broad, necessitating significant changes in program responsibilities to result in a change in the degrees assigned in any factor. Changes to SPs, of the magnitude required to support a change in the point rating for any factor, have not taken place in SPs. The previous ratings still apply.

RATIONALE
BUSINESS MANAGER (Generic)

KNOWLEDGE Degree C2 - 224 points

PROGRAM and SPECIALIZED TECHNICAL KNOWLEDGE Degree C

> BM 28 (District Licensing Officer) at degree B, which requires knowledge of the Fisheries Act and provincial legislation governing fisheries and a knowledge of Appeal Board decisions. The BMs knowledge is primarily in the area of fisheries legislation governing licensing in order to issue licenses. SP on the other hand requires knowledge of the fishery, as it applies to the operation and/or divestiture of small craft harbours. Additionally, SP must have knowledge in construction contract administration, property and assets management, financial management, business auditing, tourism and acts and regulations of other departments, such as Environment, Public Works, as well as provincial and municipal legislation. The knowledge requirements of SP are broader than that of BM 28.

= BM 16 (Supervisor, Employment Services) at degree C, which requires knowledge in the full range of employment programs in Moose Jaw. This is similar to SP which requires knowledge of the full range of the small craft harbours program. The BM requires knowledge of acts and regulations of other government depts impacting on employment services, ie Immigration Acts, National Training Act, UI Act. Similarly SP requires knowledge of Acts and Regulations of Public Works for contract administration, TB for financial management, RCMP for enforcement activities, and the Dept of Environment concerning environmental issues. The BM requires knowledge of the functioning and structure of the local labour market, educational institutions and social support agencies to direct the provision of counseling, placement and referral. Similarly SP requires knowledge of the functioning and structure of social and economic and non-governmental organizations in SPs district, including tourism, the fishery, business organizations, municipal and local authorities, in order to provide counseling, referral and liaison services to the local harbour authorities and community representatives.

GENERAL ADMINISTRATION Degree 2

> BM 30 (Field Examiner) at degree 1, which requires a knowledge of travel regulations to plan audit itineraries. SP on the other hand, as an RCM, must have a knowledge of financial administration in order to manage the district budget. The BM is not an RCM. SP also requires knowledge of contract administration in order to administer on site construction contracts. The BM does not have such a responsibility. SP must also collect fees and administer leases. The BM does not have a similar administrative responsibility requiring knowledge in these areas.

= BM 16 (Supervisor, Employment Services) at degree 2, which requires knowledge of department personnel policies in order to supervise a staff of 5, using computerized HR systems. The BM also requires a knowledge of financial policies and procedures to manage O&M funds and to approve travel. SP also requires a knowledge of financial policies and procedures, as the district RCM for small craft harbours. While SP does not supervise, hence does not require a knowledge of personnel policies and procedures, this is offset by SPs requirement for knowledge in contract administration, computerized systems for property management record keeping and fees collection.

DECISION MAKING Degree B2 - 146 points

SCOPE : Degree B

< BM 2 (Airport Manager, Victoria) at degree C. Both the BM and SP must provide advice and information to concerned parties such as govt officials, users and community groups. However, unlike SP, the BM must negotiate levels of maintenance at the airport and 11 remote sites, with officials of other govt depts. In the case of SP the levels of maintenance are predetermined and SP does not make the final decisions on the levels of maintenance to be performed at harbours. Such decisions are made within DFO (not with outside agencies as is the case in the BM), and at higher levels than SP. BM2 must also direct and allocate 34 subordinate personnel. SP has no subordinates on which to make HR decisions.

= BM 16 (Supervisor, Employment Services) at degree B. Both SP and the BM require judgement in resolving sensitive issues and disputes respecting service expectations and program requirements. Both require initiative and judgement in establishing and maintaining effective relationships with local govt and community agencies. Both make recommendations for changes in policies. The BM, unlike SP, must make decisions in supervising 5 subordinates. SP has no subordinates. However, this is counter-balanced by decisions and judgement required of SP in the areas of enforcement, auditing and monitoring of operations and accounts of local harbour authorities and in administering local contracts for acceptance of final work on completion.

IMPACT Degree 2

< BM 14 (Regional Manager, Investigation and Control) at degree 3, which acts as the senior regional authority for the Alberta/NWT region. SPs impacts are limited to the activities of a district. The BMs decisions and recommendations impact on the nature and scope of the regions and the Departments Investigation and Control program. Whereas, SP's recommendations would not affect the nature or scope of the overall SCH program as a whole.

= BM 28 (District Licensing Officer) at degree 2, where decisions impact on individual applications for fishing licenses, registrations and permits within the district. Decisions on local operating procedures affect the efficiency of service within the district. Like the BM, SPs decisions impact on the efficiency of services within the district. While the BMs decisions impact on the ability of individual fishers to gain a livelihood, the decisions of SP impact on individual communities abilities to remain economically viable, but fishers can then if necessary operate their boats out of another harbour.

SPs impact is somewhat less than that of BMs 16 and 22, also assigned to degree 2. Hence placing a ceiling on SP at degree 2 for impact, somewhere between BM 28 on the one hand, and BMs 16 and 22 on the other hand.

OPERATIONAL RESPONSIBILITY Degree C - 40 points

NATURE OF RESPONSIBILITY Degree C

> BM 28 (District Licensing Officer) at degree B, which from a 'staff' perspective provides functional advice to field staff on the interpretation of licensing policies and procedures. SP on the other hand, from a 'staff' perspective, (as per degree C definition, not B) is responsible for determining the adequacy of operational policies and procedures administered by others (local harbour authorities who are not employees but whose performance comes under agreements with the DFO). For SP this includes monitoring other non-employees operations for effectiveness, efficiency, safety and environment compliance, auditing their books, laying enforcement charges, withholding funds. BM 28 does not have such far reaching operational responsibilities.

SP fits the definition for degree C "Staff", given that the primary focus of SP is on the monitoring of harbour operations for effectiveness and compliance to regulations and the provision of advice through negotiating/committee leadership. In cases of contentious or politically sensitive issues that could not be successfully resolved by SP, then more senior levels of management become involved.

COMPLEXITY AND SIZE OF SUBORDINATE ORGANIZATION

Not Applicable

CONTACTS Degree 2 - 70 points

< BM 2 (Airport Manager, Victoria) at degree 3, which like SP liaises with local govt officials regarding the provision of common services. However, the BM must coordinate emergency services. SP does not. The BM is the airport authority and the final negotiator on levels and nature of services for the airport. SP on the other hand, in contentious or politically sensitive cases, will require the participation of SPs supervisor. The BM also provides advise to the general public. SP does not.

= BM 16 (Supervisor, Employment Services) at degree 2, which like SP, provides advice and guidance on operations in their respective fields, to clients to determine service needs. Both resolve disputes on eligibility for services. Both consult with representative of non-governmental agencies (local harbour authorities, local business associations and municipal officials in the case of SP), to advise on legislative and policy requirements and to resolve problems and reach agreement on matters of common interest and concern.

SUMMARY

SP BUSINESS MANAGER			SUPERVISOR AREA CHIEF	
Knowledge	C2	224	C3	257
Decision Making	B2	146	C3	223
Operational Resp	C	40	C	40
Contacts	2	70	3	110
		----		----
TOTAL		480		630
		PM 03		PM 05
		(401-500)		(611-720)



Gwen Barry
03 April 2000



WORK DESCRIPTION

00000

GENERIC BUSINESS MANAGER

Business Manager

Current PA-3

Department/Agency: Department of Fisheries and Oceans

Section:

Division:

Branch: Small Craft Harbours

Geographic location: Tracadie

Security clearance:

Language requirements: Bilingual: CCC / CCC

Departmental use: sample 145

Immediate supervisor: Area Chief ()

Version: Final

Date last updated: 2000-2-18

Classification:

Effective Date of Decision:

Model Identifier:

Client-Service Results

Implementing program and policy initiatives to various fishing industry stakeholders and the general public with respect to the management of harbours.

Key Activities

- UNDER THE GENERAL DIRECTION OF AN AREA CHIEF.....
- Provides the primary linkage between branch management and the harbour users/clients and the general public. Implements all aspects of site specific management of harbours and facilities for

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an assigned geographic area. This includes interpretation, implementation and enforcement of national and regional department and branch policies, and responsibility for the area meeting regional goals and national objectives assigned for various Canada wide initiatives.

- Provides initial and ongoing training and extensive advice to incorporated harbour authorities on issues such as legal responsibilities, business analyses, financial and operational management techniques, construction project management, environmental awareness, occupational safety and health, and accepted operational procedures and practices. This often involves resolving operational and management problems and in turning around earlier cash shortages.
- Researches the requirement for, negotiates, drafts and recommends for final approval on behalf of the branch, all commercial and harbour authority property leases, subleases and lease amendments for all harbour locations in an assigned area.
- Provides business management assistance and advice on behalf of the branch to individual harbour authority corporations in their effort to prepare annual and long term business and development plans, annual budget and expenditure forecasts, and negotiates with and offers assistance to harbour authority groups preparing business proposals for the undertaking of substantial maintenance, repair or new construction projects which could require cost sharing with the branch, or other federal and provincial agencies.
- Negotiates with harbour authorities on proposed minor repair and maintenance project requests, funded by the incumbent, issues construction and repair contracts on behalf of the department, controls funding and project expenditure, and arranges for the provision of technical advice by the area chief, regional engineer or others, as and when required.
- Conducts, initiates and assists the area chief in the coordination of public relations and communications aspects of the divestiture and privatization of recreational and commercial fishing harbours not intended for harbour authority management.
- Initiates on behalf of the branch, operational, management and enforcement activities associated with real property and facilities not transferred by property lease to harbour authorities, and which still fall under branch responsibility. Difficult situations which cannot be resolved at a specific location are referred to regional headquarters for input and advice. At other sites leased to harbour authorities, the incumbent is constantly expected to look for and is required to raise the issue of inappropriate operational procedures to the local board of directors. If corrections are not made by the harbour authorities, the incumbent is expected to initiate follow-up action which in the extreme could result in cancellation of the lease.
- Identifies in extensive discussions with harbour authorities and recommends to the area chief, the acquisition of real property that is required for the effective ongoing management and operation of commercial fishing harbours under lease to incorporated harbour authorities. At other sites scheduled for divestiture identifies property and or water lots necessary to make harbour property marketable for divestiture.

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Employee's signature

Date

Supervisor's statement:

The above accurately describes the activities and demands of the position

Supervisor's signature

Date

Authorization:

Manager's signature

16/2/00
Date

Work Characteristics

Responsibility

Information for the Use of Others

Provides information and advice on a site by site basis to various fishing industry stakeholders, the general public and the media with respect to the national program and policies to assess the impact and to develop options for future harbour management. This often involves explaining complicated policies, procedures, and standards which involves transforming information into alternate terms in order that it can be fully understood by a varying audience.

Researches and analyses present harbour information and provides advice to the Area Chief to assess the impact and feasibility of various harbour management options. Makes specific recommendations that can affect the livelihood of individual fishers and coastal communities.

Provides specialist advice and disseminates information to incorporated Harbour Authorities, and develops methodologies and standards in such matters as business planning, revenue generation, financial and resource planning and management, tax provisions and reporting requirements, property management, legal and enforcement issues, environmental practices and compliance, liability

insurance, and legislative obligations. Arranges for the provision of engineering advice on technical matters such as construction standards, specifications and methodologies, and provides harbour authorities with administrative assistance in matters such as tendering, procurement, contracting for services, inventory control, computer operations and human resource practices to ensure successful operation and economic sustainability.

Gathers background information for, synthesizes, and produces draft ministerial correspondence from a complex variety of information for review by the area chief, and subsequent forwarding to the Ministerial Correspondence Unit in order to answer specific inquiries directed to the Minister's office. Elaborates on particular issues and conflicts that are politically sensitive and transforms information into concise terms, and in the appropriate tone sought by the Minister, to explain and defend government programs and policies to the Canadian public.

Researches socio-economic and environmental background information and produces environmental assessment reports for projects in accordance with the Canadian Environmental Assessment Act, and environmental management plans for each harbour in the assigned area. The reports are made available for general public perusal and critique through the national habitat tracking referral system. Has delegated authority to make decisions to sign-off and approve environmental ratings and is accountable to the Minister and the general public for such decisions. This responsibility can be further complicated in negotiations with harbour authority and private harbour users when assessments are required for proposed projects to be undertaken on federal properties, but do not receive financial assistance from the branch.

Assesses ongoing project requirements for minor works for all locations and in heated discussions with all harbour users must defend decisions made on which projects are to be undertaken under an annual minor construction/repair program. Assists Harbour authority groups with contract documents, monitors the administrative and financial aspects of these projects, negotiates the provision of technical assistance by others, and accepts the completed work on behalf of the branch including final contract payment. On other major projects the incumbent provides assistance and advice to the harbour authorities in preparing long range plans, project submissions and other formal requests for project funding.

Well-Being of Individuals

As a front line on-site representative for the owners of federal properties, this position includes a substantial degree of responsibility for the safety of all harbour users under both federal and provincial occupational safety and health regulations. The incumbent plans, manages and implements a program of employee and public safety at all locations, including the training of harbour authorities in issues such as codes and standards, due diligence defense, liabilities, and application of enforcement procedures. Maintains appropriate safety conditions at harbours through implementation of safety plans, regular physical inspections of facilities and forwarding information on more complicated issues to regional headquarters for appropriate action. When on site, monitors the safety of co-workers in situations that can involve fall protection, overhead lifting devices, and confined space entry as it relates to preliminary inspection of marine facilities.

Leadership of Human Resources

Leads and coordinates multi-disciplinary groups and agencies in meetings, working groups and projects with clients to provide information on programs and policies, and to develop overall management and business plans. Leads incorporated Harbour Authorities in human resource planning including the recruitment of volunteers, students and employees, and consultants required to support the Harbour Authority program. This includes developing work plans and priorities, proposing terms of reference, evaluating performance and creating alternate plans to accomplish objectives.

Provides initial training of new directors and members of incorporated harbour authorities on such matters as corporate structure and bylaws, business, legal, and administrative matters associated with the operation of a Harbour Authority.

Leads and directs multi-disciplinary project teams consisting of intergovernmental personnel, private consultants and client groups for environmental assessment, design, implementation and management services for a variety of construction projects. This includes proposing and developing terms of reference, negotiating consultant fees and contracts and reviewing standards.

Provides initial training of new persons in the branch organization on such matters as corporate structure, administrative practices, business, operational and legal issues associated with the national program. This is a shared responsibility.

Provides management and operational guidance to incorporated recipient groups that propose to assume responsibility and eventual ownership of Federal harbours formerly under government jurisdiction, and now proposed for divestiture. Plans and establishes self directed work teams consisting of interdepartmental representatives to assign divestiture projects. This is a shared responsibility.

Assigns and monitors the work of appointed Harbour Managers and Enforcement Officers, as well as private contractors, in harbours that remain under the branch jurisdiction (harbours not divested or managed by Harbour Authorities) to develop work plans, reviews performance evaluations, and decides and prepares work schedules, completes performance evaluations, and decides on remuneration for services rendered at each location.

Money

BUDGETING:

Participates in aspects of budget preparation and management including providing recommendations for the branch budget, providing financial advice and

making recommendations for prioritization of projects, including cost benefit and risk analyses. Plans and budgets for the allocated harbour operation and maintenance budget of the branch program. On an ongoing basis monitors status, reallocates funds within budget to compensate for changes, and conducts financial planning, forecasting and reporting. Provides specialist advice and recommendations to private incorporated harbour authorities and recipient groups on preparing and

managing operational budgets to ensure their successful operation and long term sustainability.

MANAGING MONEY FLOW:

Determines and negotiates commercial lease and licence annual rents with private commercial operators based on Treasury Board guidelines and market value appraisals. Monitors and tracks commercial leases and licences issued and payments received, advises the responsibility centre on outstanding accounts and recommends the appropriate action including enforcement and writing off debts. Solicits financial contributions from other Federal, Provincial, Municipal

and private sources for cost-shared projects with private incorporated harbour authorities and recipient groups. Provides specialist advice and recommendations to private incorporated harbour authorities and recipient groups on devising a service fee schedule, determining commercial sub-lease and licence annual rents, and collection of accounts based on specific site and local market conditions and knowledge of other harbour operations, and to reduce the demand on the program budget.

SPENDING:

Is a responsibility centre manager with full signing authority to allocate funds among line objects and manages an operation minor construction and facility maintenance budget. Identifies, tenders, awards and administers all maintenance and service contracts within allocated budget. Awards contracts, verifies goods and or services are received and processes progress claims and final invoices. Coordinates and recommends on the real property acquisition budget for the portfolio of harbours.

Commits funds and recommends paying out funds in the form of grants and contributions and joint project agreements. Purchases goods and services using government credit cards and accounts for all expenditures. Provides specialist advice and recommendations to private incorporated harbour authorities and recipient groups on tendering and contracting for goods and services, as well as processing claims and invoices and auditing requirements.

Physical Assets and Products

Is responsible for and maintains real property, harbour infrastructure and related equipment used by the commercial fishing stakeholders and the public in harbours that are still managed directly by the branch. These assets are extremely valuable and very difficult to replace due to budget limitations and program inflexibility due to commitments to other projects.

Takes temporary custody of, and protects seized evidence gathered by the branch during investigations, to be used by the Crown during prosecution. This time sensitive evidence cannot be replaced.

Operates and maintains office assets included in own work such as a personal computer, cellular telephone, office furniture, files, supplies, and software. These assets are not used by other staff and can be replaced, but at a considerable cost to the branch.

Ensuring Compliance

As an enforcement officer pursuant to the Fishing and Recreational Harbours Act and Regulations, conducts routine inspections of harbour usage including that of fishers, commercial operators, lessors, and the general public to ensure compliance with regulations related to real property and environment issues, in order to ensure the safety of the harbour users and general public and to protect the environment. Compliance and enforcement activities are performed by examining a wide range of various options and statutes available to determine the most appropriate course of action. Duties require examining complaints, taking evidence, issuing warnings and recommending whether to pursue prosecution, and providing sworn testimony. Responsibility is shared.

Conducts on-site audits and evaluations of Harbour Authorities' business and real property management practices to ensure compliance with the Canada Business Corporations Act and the branch lease in order to protect the interests of the general public and fishing industry stakeholders in terms of safety and providing nondiscriminatory public access. Negotiates compliance schedules and implementation, among a wide number of options available, for violators using own judgment, precedents and established practices. Consults with supervisor regarding difficult situations.

Conducts on-site audits and response to public complaints pertaining to recipient groups to ensure compliance with the covenants associated with the transfer of real property under the devolution program in order to ensure nondiscriminatory public access and that the transferred assets continue to be operated in accordance with the conditions of the transfer agreement. Negotiates compliance schedules and implementation among a wide number of options available for violators using own judgment, precedents and established practices. Responsibility is shared.

Skills

Job Content Knowledge

Knowledge of negotiation principles techniques and practices to effectively conclude regional initiatives and achieve meaningful agreements with clients.

Knowledge of leadership principles, practices, and techniques to effectively provide the initiative for, and coordinate the efforts of diverse groups towards common goals.

Knowledge of problem solving techniques with an ability to analyze complex issues and develop innovative and viable solutions is required when investigating problems and advising Harbour Authorities on property management, facility operations and business and legal issues.

Knowledge of enforcement including investigative techniques and legal processes associated with the application of the Fishing and Recreational Harbours Act and Regulations, maritime, contract, tort and common law is required to carry out enforcement duties, investigate claims against the Crown and to provide specific advice to Harbour Authorities, the general public and management on land control and enforcement issues.

Knowledge of the principles and practices associated with real property management as it relates to curatorial Federal property, including legal, administrative, and management techniques, procedures, and responsibilities is required to effectively operate harbours and to provide specific advice to Harbour Authorities.

Knowledge of all real property acquisition and disposal methods including legal and property terminology; methods and procedures and the ability to read and interpret survey plans, deeds and descriptions in order to address client and legal requirements for management of harbours and implementation of construction projects.

Knowledge of environmental assessment responsibilities and techniques, development and use of safety plans and environmental management plans, harbour standards, regulatory requirements, facility inspection techniques and construction methodologies, including the ability to read and interpret construction drawings and specifications. Knowledge of project management, planning, implementation, critical time line analysis, negotiation approaches, and report writing to manage a construction program is also essential to the successful operation of a system of harbour authorities.

Knowledge of principles, practices, authorities, and accountabilities of the financial processes for budgeting, managing money flow, and conducting expenditures to provide advice and exercise financial control over allocated budget.

Knowledge of audit procedures standards and reports to coordinate audit activities, and explain them to harbour authority groups within the assigned area.

Requires knowledge of computer software, the Internet and data entry programs, including Microsoft Word, Power Point, Excel, Explorer electronic mail, National Oracle databases including ABACUS, FRMS, HRTS and SIP in order to gather information, prepare correspondence, produce reports and input data.

Contextual Knowledge

WORK UNIT

Knowledge of the mandate and priorities of the branch related to the reduction of clients through the Harbour Authority initiative. Knowledge of the respective roles of national and regional staff on all management and operational issues is important in developing effective working relationships and providing a unified approach to issues. Knowledge of collective agreements, travel directives, standards, procedures, guidelines and unit culture to provide leadership to staff. Knowledge of inventory control and accountability standards to ensure asset utilization is managed and used for its intended purpose. Knowledge of investigative techniques to ensure enforcement and evidence gathering procedures are conducted correctly and legally. Knowledge of the media, their interests and unit protocols to ensure accurate information on the activities of the unit are presented accurately and professionally.

DEPARTMENT

Knowledge of the structure, roles, functions and responsibilities of the department, its objectives and

priorities in support of the departmental vision and oceans strategy initiative in order to provide informed advice and recommendations to Harbour Authorities. Knowledge of departmental policies and contacts and points of reference is required in order to understand changes within the fishing industry that will impact on the branch mandate and program initiatives. Knowledge of the interaction between branches such as finance, communications, personnel, informatics, contracting, habitat management, and their advisors and directors to ensure contact is made with the person(s) responsible for any particular component of an initiative to ensure information is received in a timely manner.

OTHER DEPARTMENTS

Knowledge is required of the roles and responsibilities of other Departments and their mandates, organizational structures, programs, culture, policies and regulations including Public Works and Government Services Canada and Treasury Board of Canada for administering construction projects, and in the acquisition and disposal of real property; Industry Canada in terms of the creation and incorporation of Harbour Authorities; and other Departments such as the RCMP, Environment Canada, Transport Canada and Human Resources Development Canada (Labour Department) in enforcement issues.

CANADIAN PRIVATE AND OTHER PUBLIC SECTORS

Knowledge of the roles, responsibilities, and programs of Provincial Departments and Municipal units and officials to provide assistance and consultation on the Harbour Authority and divestiture initiatives. Knowledge of the political, cultural, and socio-economic status of the communities in the assigned portfolio to facilitate in the planning for the implementation of the Harbour Authority or divestiture initiatives, and for ongoing service delivery. Knowledge of local politicians, special interest groups and the identity of community leaders to seek and provide consultation on policy issues. Knowledge of the trends and developments in the fishing industry that will impact on the branch initiatives, and in order to forecast changes in the management options and levels of service required for commercial fishing harbours.

LEGISLATION / REGULATIONS

Knowledge of the content and underlying principles and intent of the following Acts and Regulations, as they apply to management and operation of real property and facilities, and to be able to minimise risks and to formulate a due diligence legal defense in the event of personal prosecution for violations of specific statutes and against civil suits:

Fishing & Recreational Harbours Act And Regulations

Fisheries Act

Oceans Act

Financial Administration Act

Treasury Board Regulations

Canadian Environmental Protection Act

Canadian Environmental Assessment Act

Criminal Code of Canada

Navigable Waters Protection Act

Canada Business Corporations Act

Real Property Act and Regulations

Canada Labour Code

National Building Code of Canada

National Fire Code of Canada

Canada Shipping Act

Small Fishing Vessel Regulations

Various provincial acts and regulations

Communication

COMMUNICATION OUT:

Presentation and public speaking skills are required when articulating policy information, reports, and recommendations to fishing industry stakeholders and public clients. This often requires interpreting policy in order to present arguments and dissuade individual biases as well as explaining and altering specialised legal and technical terminology so that it can be fully comprehended by various audiences.

Verbal and presentation skills are required to negotiate leasehold interests with incorporated groups and commercial operators. This requires skill in interpreting Treasury Board guidelines and explaining specialised legal terminology in order that information can be fully comprehended by the leasee. This requires skill to negotiate and persuade the leasee with respect to specific clauses in the lease, lease boundaries, and lease rates.

Writing skills are required to prepare correspondence to clients and to prepare various technical reports such as environmental screenings, environmental management plans and requests for project funding, draft ministerial correspondence and fact sheets. This requires skill in interpreting information and explaining complicated and sensitive issues.

Verbal skills are required to present the assigned functions in wide ranging consultations with client groups, regional officials, and other government departments to explain policies, priorities and activities, negotiate issues, obtain input and gain agreement and cooperation to handle sensitive situations. Depending on the client groups, the message must be often altered and simplified in order to be understood and effective.

COMMUNICATION IN:

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Listening skills to interpret inquiries from clients who have difficulty understanding and disseminating program related issues to determine their exact requirements and providing them the correct information. Observation skills to read between the lines when conducting public information sessions and to adjust delivery to the respective mood of the audience. Reading skills to gather and synthesize information written in legislative and regulatory language to draft responses to people having different requirements and levels of interpretation. Reading skills to digest information and demands from groups or individuals and review proposed responses to

ensure that they contain accurate information.

Motor and Sensory Skills

In the course of travel, facility inspection and enforcement duties, there is a requirement for dexterity and coordination in driving vehicles, embarking and disembarking vessels, walking over uneven ground or structures in various stages of disrepair while carrying equipment.

Manual dexterity and coordination skills are required for the daily operation of a computer keyboard in the preparation of correspondence, reports and inputting data. Dexterity is required to operate other office equipment such as photo copiers, fax machines and cellular telephones.

Effort

Intellectual Effort

Intellectual Effort

Developing strategies, practices and approaches to govern the negotiation and consultative processes with fishing industry stakeholders and the public involved in the implementation of the Harbour Authority policy. The work is performed under departmental time line pressures to achieve imposed goals, involves dependence on other government departments and agencies, client pressures for information, conflicting stakeholders interests and changing policy interpretations.

Analyzing the associated business and operational plans of the established Harbour Authorities to evaluate their effectiveness from a management, operational, business, and legal perspective and suggesting and recommending corrective measures through consultation or direct intervention. This work is performed under time line pressures imposed by the department, individual biases against the department, and client reluctance to change to comply with government directives.

Negotiating the resolution of differing interpretations as they arise in the administration of harbour authorities, including enforcement procedures, data collection, and collection of revenues from fees and services. The work is performed without the benefit of established practices and precedents and

with limited human resources to meet imposed goals and deadlines.

Intellectual effort must be applied in the management of a construction program to analyze requirements for program expenditures, prioritize project requests for funding, and for the preparation of project proposals. The work is performed under time line pressures imposed by the department and clients, weather and climatic conditions, and the dependence on other government departments and agencies. There is a constant requirement to analyze an on-going number of project requests, seek or create solutions from a large number of options, and to make unbiased funding decisions with limited program funding.

Developing strategies and options unique to each situation in order to conduct sensitive negotiations with client groups regarding the management and divestiture of real property. The work is performed under departmental time line pressures to achieve imposed goals, dependence on other government departments and agencies, client pressures for information and legal interpretations, conflicting stakeholders interests, and negative public opinion against overall government fiscal restraint and apparent downloading policies.

Sustained Attention

The work requires long periods of sustained attention when operating a motor vehicle in order to concentrate on the road while driving. There are frequent interruptions with calls from cellular telephones which increase the risk of accidents. This work takes up to twenty percent of the incumbent's time on an ongoing basis, due to the geographic size of the area of responsibility.

The requirement to maintain attention while attending public and internal business meetings as a leader and participant requires sustained attention to maintain effective control of the sessions to comprehend and interpret information and to contribute effectively to a variety of complex initiatives and concerns. These activities consume twenty five percent of the available time.

The requirement to read, comprehend, respond, and coordinate the distribution of to a varied client group, a variety of correspondence demanding different levels of interpretation and levels of response. These activities consume twenty five percent of the available time.

Psychological/Emotional Effort

Psychological/emotional effort is needed to remain impartial and composed while providing information services to unhappy and upset clients who are appealing funding decisions. There is no control over the number of clients or how they will choose to express their anger.

Psychological/emotional effort is needed to remain impartial and composed while carrying out enforcement duties on upset clients who are not in compliance with the law. There is no control over the number of clients or how they will choose to express their anger.

Physical Effort

On a daily basis, the work involves long periods of sitting to read a variety of hard copy and electronic information, to operate a personal computer and to analyze problems and offer suggested solutions.

On a frequent basis, the work involves visiting harbour locations where construction activity is occurring, climbing on and off vessels, wharves and harbour facilities to carry out facility inspections. This requires the wearing of protective and safety equipment including safety boots, life jackets, gloves and hard hats.

There is a weekly requirement to attend meetings and stand for long periods of time in difficult negotiations or in directing discussions or to sit for extended periods coordinating difficult meetings with varied client groups recording information for follow-up and possible action.

There is a frequent requirement to visit remote harbour locations and communities to attend meetings. This involves prolonged periods of driving alone and sitting in one position, as well as a requirement to travel on helicopters, small planes and vessels.

The work requires stamina and concentration to work extended and irregular hours to meet operational demands and accommodate client needs.

Working Conditions

Work Environment

Work Environment

The work is performed in both an office and on site around the Region. The work involves continuous exposure to noise and frequent interruptions from staff, callers, and visitors, as well as exposure to glare from computer monitors during long periods of keyboarding. There is a continuous requirement to deal with imposed deadlines from the completion of reviews, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, and politically sensitive issues associated with program policies. The work involves attending on site meetings several times a week at many varied locations with community groups, Harbour

Authorities, and the general public, of which many meetings are of a sensitive nature and pose a requirement to deal with angry, distressed, and confrontational people. The work also involves continuous exposure to harbour and construction sites. The on site work involves continuous exposure to inclement weather, extremes of heat and cold, dust, fumes and noise. Occasionally there is a requirement to climb ladders, board vessels and walk over rough terrain in all weather conditions. There is a requirement to wear safety and protective clothing when visiting construction sites and inspecting harbour facilities. There is a frequent requirement to work unpredictable and uncontrollable hours.

Risk to Health

Repeated travel on a weekly basis involves driving a vehicle for extended periods of time, often to remote locations during inclement weather and on sub-standard road conditions, causes muscular pain in the back and shoulders, eye strain and fatigue and increases the risk of highway accidents.

Daily exposure to continuous meetings and phone calls, imposed deadlines, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, politically sensitive issues, and uncontrollable hours cause high stress levels that can lead to severe psychological and physical problems.

Visiting remote harbour locations alone and carrying out inspections of unsafe and derelict harbour infrastructure poses a risk to personal safety.

The office work environment is characterised by occasional visits from angry, distressed and confrontational individuals or groups of people that sometimes take over the office for extended periods of time. The unpredictability of this type of working environment leads to stress and anxiety, as such disruptions affect imposed deadlines and client service and increases the possibility of physical confrontations.

There is occasional exposure when confronting individuals or groups of people to carry out enforcement roles. This type of work leads to stress and anxiety, as often such individuals are agitated, threatening and confrontational, and poses the risk of physical harm.

The frequent use of finger and wrist muscles to enter data on a computer keyboard and produce correspondence, reports, environmental screening, contribution documents, can cause muscular pain.

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- Negotiates with harbour authorities on proposed minor repair and maintenance project requests, funded by the incumbent, issues construction and repair contracts on behalf of the department, controls funding and project expenditure, and arranges for the provision of technical advice by the area chief, regional engineer or others, as and when required.
- Conducts, initiates and assists the area chief in the coordination of public relations and communications aspects of the divestiture and privatization of recreational and commercial fishing harbours not intended for harbour authority management.
- Initiates on behalf of the branch, operational, management and enforcement activities associated with real property and facilities not transferred by property lease to harbour authorities, and which still fall under branch responsibility. Difficult situations which cannot be resolved at a specific location are referred to regional headquarters for input and advice. At other sites leased to harbour authorities, the incumbent is constantly expected to look for and is required to raise the issue of inappropriate operational procedures to the local board of directors. If corrections are not made by the harbour authorities, the incumbent is expected to initiate follow-up action which in the extreme could result in cancellation of the lease.
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Date

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Authorization:

Manager's signature

Date

Work Characteristics

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Gathers background information for, synthesizes, and produces draft ministerial correspondence from a complex variety of information for review by the area chief, and subsequent forwarding to the Ministerial Correspondence Unit in order to answer specific inquiries directed to the Minister's office. Elaborates on particular issues and conflicts that are politically sensitive and transforms information into concise terms, and in the appropriate tone sought by the Minister, to explain and defend government programs and policies to the Canadian public.

Researches socio-economic and environmental background information and produces environmental assessment reports for projects in accordance with the Canadian Environmental Assessment Act, and environmental management plans for each harbour in the assigned area. The reports are made available for general public perusal and critique through the national habitat tracking referral system. Has delegated authority to make decisions to sign-off and approve environmental ratings and is accountable to the Minister and the general public for such decisions. This responsibility can be further complicated in negotiations with harbour authority and private harbour users when assessments are required for proposed projects to be undertaken on federal properties, but do not receive financial assistance from the branch.

Assesses ongoing project requirements for minor works for all locations and in heated discussions with all harbour users must defend decisions made on which projects are to be undertaken under an annual minor construction/repair program. Assists Harbour authority groups with contract documents, monitors the administrative and financial aspects of these projects, negotiates the provision of technical assistance by others, and accepts the completed work on behalf of the branch including final contract payment. On other major projects the incumbent provides assistance and advice to the harbour authorities in preparing long range plans, project submissions and other formal requests for project funding.

Well-Being of Individuals

As a front line on-site representative for the owners of federal properties, this position includes a substantial degree of responsibility for the safety of all harbour users under both federal and provincial occupational safety and health regulations. The incumbent plans, manages and implements a program of employee and public safety at all locations, including the training of harbour authorities in issues such as codes and standards, due diligence defense, liabilities, and application of enforcement procedures. Maintains appropriate safety conditions at harbours through implementation of safety plans, regular physical inspections of facilities and forwarding information on more complicated issues to regional headquarters for appropriate action. When on site, monitors the safety of co-workers in situations that can involve fall protection, overhead lifting devices, and confined space entry as it relates to preliminary inspection of marine facilities.

Leadership of Human Resources

Leads and coordinates multi-disciplinary groups and agencies in meetings, working groups and projects with clients to provide information on programs and policies, and to develop overall management and business plans. Leads incorporated Harbour Authorities in human resource planning including the recruitment of volunteers, students and employees, and consultants required to support the Harbour Authority program. This includes developing work plans and priorities, proposing terms of reference, evaluating performance and creating alternate plans to accomplish objectives.

Provides initial training of new directors and members of incorporated harbour authorities on such matters as corporate structure and bylaws, business, legal, and administrative matters associated with the operation of a Harbour Authority.

Leads and directs multi-disciplinary project teams consisting of intergovernmental personnel, private consultants and client groups for environmental assessment, design, implementation and management services for a variety of construction projects. This includes proposing and developing terms of reference, negotiating consultant fees and contracts and reviewing standards.

Provides initial training of new persons in the branch organization on such matters as corporate structure, administrative practices, business, operational and legal issues associated with the national program. This is a shared responsibility.

Provides management and operational guidance to incorporated recipient groups that propose to assume responsibility and eventual ownership of Federal harbours formerly under government jurisdiction, and now proposed for divestiture. Plans and establishes self directed work teams consisting of interdepartmental representatives to assign divestiture projects. This is a shared responsibility.

Assigns and monitors the work of appointed Harbour Managers and Enforcement Officers, as well as private contractors, in harbours that remain under the branch jurisdiction (harbours not divested or managed by Harbour Authorities) to develop work plans, reviews performance evaluations, and decides and prepares work schedules, completes performance evaluations, and decides on remuneration for services rendered at each location.

Money

BUDGETING:

Participates in aspects of budget preparation and management including providing recommendations for the branch budget, providing financial advice and

making recommendations for prioritization of projects, including cost benefit and risk analyses. Plans and budgets for the allocated harbour operation and maintenance budget of the branch program. On an ongoing basis monitors status, reallocates funds within budget to compensate for changes, and conducts financial planning, forecasting and reporting. Provides specialist advice and recommendations to private incorporated harbour authorities and recipient groups on preparing and

managing operational budgets to ensure their successful operation and long term sustainability.

MANAGING MONEY FLOW:

Determines and negotiates commercial lease and licence annual rents with private commercial operators based on Treasury Board guidelines and market value appraisals. Monitors and tracks commercial leases and licences issued and payments received, advises the responsibility centre on outstanding accounts and recommends the appropriate action including enforcement and writing off debts. Solicits financial contributions from other Federal, Provincial , Municipal

and private sources for cost-shared projects with private incorporated harbour authorities and recipient groups. Provides specialist advice and recommendations to private incorporated harbour authorities and recipient groups on devising a service fee schedule, determining commercial sub-lease and licence annual rents, and collection of accounts based on specific site and local market conditions and knowledge of other harbour operations, and to reduce the demand on the program budget.

SPENDING:

Is a responsibility centre manager with full signing authority to allocate funds among line objects and manages an operation minor construction and facility maintenance budget. Identifies, tenders, awards and administers all maintenance and service contracts within allocated budget. Awards contracts, verifies goods and or services are received and processes progress claims and final invoices. Coordinates and recommends on the real property acquisition budget for the portfolio of harbours.

Commits funds and recommends paying out funds in the form of grants and contributions and joint project agreements. Purchases goods and services using government credit cards and accounts for all expenditures. Provides specialist advice and recommendations to private incorporated harbour authorities and recipient groups on tendering and contracting for goods and services, as well as processing claims and invoices and auditing requirements.

Physical Assets and Products

Is responsible for and maintains real property, harbour infrastructure and related equipment used by the commercial fishing stakeholders and the public in harbours that are still managed directly by the branch. These assets are extremely valuable and very difficult to replace due to budget limitations and program inflexibility due to commitments to other projects.

Takes temporary custody of, and protects seized evidence gathered by the branch during investigations, to be used by the Crown during prosecution. This time sensitive evidence cannot be replaced.

Operates and maintains office assets included in own work such as a personal computer, cellular telephone, office furniture, files, supplies, and software. These assets are not used by other staff and can be replaced, but at a considerable cost to the branch.

Ensuring Compliance

As an enforcement officer pursuant to the Fishing and Recreational Harbours Act and Regulations, conducts routine inspections of harbour usage including that of fishers, commercial operators, lessors, and the general public to ensure compliance with regulations related to real property and environment issues, in order to ensure the safety of the harbour users and general public and to protect the environment. Compliance and enforcement activities are performed by examining a wide range of various options and statutes available to determine the most appropriate course of action. Duties require examining complaints, taking evidence, issuing warnings and recommending whether to pursue prosecution, and providing sworn testimony. Responsibility is shared.

Conducts on-site audits and evaluations of Harbour Authorities' business and real property management practices to ensure compliance with the Canada Business Corporations Act and the branch lease in order to protect the interests of the general public and fishing industry stakeholders in terms of safety and providing nondiscriminatory public access. Negotiates compliance schedules and implementation, among a wide number of options available, for violators using own judgment, precedents and established practices. Consults with supervisor regarding difficult situations.

Conducts on-site audits and response to public complaints pertaining to recipient groups to ensure compliance with the covenants associated with the transfer of real property under the devolution program in order to ensure nondiscriminatory public access and that the transferred assets continue to be operated in accordance with the conditions of the transfer agreement. Negotiates compliance schedules and implementation among a wide number of options available for violators using own judgment, precedents and established practices. Responsibility is shared.

Skills

Job Content Knowledge

Knowledge of negotiation principles techniques and practices to effectively conclude regional initiatives and achieve meaningful agreements with clients.

Knowledge of leadership principles, practices, and techniques to effectively provide the initiative for, and coordinate the efforts of diverse groups towards common goals.

Knowledge of problem solving techniques with an ability to analyze complex issues and develop innovative and viable solutions is required when investigating problems and advising Harbour Authorities on property management, facility operations and business and legal issues.

Knowledge of enforcement including investigative techniques and legal processes associated with the application of the Fishing and Recreational Harbours Act and Regulations, maritime, contract, tort and common law is required to carry out enforcement duties, investigate claims against the Crown and to provide specific advice to Harbour Authorities, the general public and management on land control and enforcement issues.

Knowledge of the principles and practices associated with real property management as it relates to commercial Federal property, including legal, administrative, and management techniques, procedures, and responsibilities is required to effectively operate harbours and to provide specific advice to Harbour Authorities.

Knowledge of all real property acquisition and disposal methods including legal and property terminology; methods and procedures and the ability to read and interpret survey plans, deeds and descriptions in order to address client and legal requirements for management of harbours and implementation of construction projects.

Knowledge of environmental assessment responsibilities and techniques, development and use of safety plans and environmental management plans, harbour standards, regulatory requirements, facility inspection techniques and construction methodologies, including the ability to read and interpret construction drawings and specifications. Knowledge of project management, planning, implementation, critical time line analysis, negotiation approaches, and report writing to manage a construction program is also essential to the successful operation of a system of harbour authorities.

Knowledge of principles, practices, authorities, and accountabilities of the financial processes for budgeting, managing money flow, and conducting expenditures to provide advice and exercise financial control over allocated budget.

Knowledge of audit procedures standards and reports to coordinate audit activities, and explain them to harbour authority groups within the assigned area.

Requires knowledge of computer software, the Internet and data entry programs, including Microsoft Word, Power Point, Excel, Explorer electronic mail, National Oracle databases including ABACUS, FRMS, HRTS and SIP in order to gather information, prepare correspondence, produce reports and input data.

Contextual Knowledge

WORK UNIT

Knowledge of the mandate and priorities of the branch related to the reduction of clients through the Harbour Authority initiative. Knowledge of the respective roles of national and regional staff on all management and operational issues is important in developing effective working relationships and providing a unified approach to issues. Knowledge of collective agreements, travel directives, standards, procedures, guidelines and unit culture to provide leadership to staff. Knowledge of inventory control and accountability standards to ensure asset utilization is managed and used for its intended purpose. Knowledge of investigative techniques to ensure enforcement and evidence gathering procedures are conducted correctly and legally. Knowledge of the media, their interests and unit protocols to ensure accurate information on the activities of the unit are presented accurately and professionally.

DEPARTMENT

Knowledge of the structure, roles, functions and responsibilities of the department, its objectives and

priorities in support of the departmental vision and oceans strategy initiative in order to provide informed advice and recommendations to Harbour Authorities. Knowledge of departmental policies and contacts and points of reference is required in order to understand changes within the fishing industry that will impact on the branch mandate and program initiatives. Knowledge of the interaction between branches such as finance, communications, personnel, informatics, contracting, habitat management, and their advisors and directors to ensure contact is made with the person(s) responsible for any particular component of an initiative to ensure information is received in a timely manner.

OTHER DEPARTMENTS

Knowledge is required of the roles and responsibilities of other Departments and their mandates, organizational structures, programs, culture, policies and regulations including Public Works and Government Services Canada and Treasury Board of Canada for administering construction projects, and in the acquisition and disposal of real property; Industry Canada in terms of the creation and incorporation of Harbour Authorities; and other Departments such as the RCMP, Environment Canada, Transport Canada and Human Resources Development Canada (Labour Department) in enforcement issues.

CANADIAN PRIVATE AND OTHER PUBLIC SECTORS

Knowledge of the roles, responsibilities, and programs of Provincial Departments and Municipal units and officials to provide assistance and consultation on the Harbour Authority and divestiture initiatives. Knowledge of the political, cultural, and socio-economic status of the communities in the assigned portfolio to facilitate in the planning for the implementation of the Harbour Authority or divestiture initiatives, and for ongoing service delivery. Knowledge of local politicians, special interest groups and the identity of community leaders to seek and provide consultation on policy issues. Knowledge of the trends and developments in the fishing industry that will impact on the branch initiatives, and in order to forecast changes in the management options and levels of service required for commercial fishing harbours.

LEGISLATION / REGULATIONS

Knowledge of the content and underlying principles and intent of the following Acts and Regulations, as they apply to management and operation of real property and facilities, and to be able to minimise risks and to formulate a due diligence legal defense in the event of personal prosecution for violations of specific statutes and against civil suits:

Fishing & Recreational Harbours Act And Regulations

Fisheries Act

Oceans Act

Financial Administration Act

Treasury Board Regulations

Canadian Environmental Protection Act

Canadian Environmental Assessment Act

Criminal Code of Canada

Navigable Waters Protection Act

Canada Business Corporations Act

Real Property Act and Regulations

Canada Labour Code

National Building Code of Canada

National Fire Code of Canada

Canada Shipping Act

Small Fishing Vessel Regulations

Various provincial acts and regulations

Communication

COMMUNICATION OUT:

Presentation and public speaking skills are required when articulating policy information, reports, and recommendations to fishing industry stakeholders and public clients. This often requires interpreting policy in order to present arguments and dissuade individual biases as well as explaining and altering specialised legal and technical terminology so that it can be fully comprehended by various audiences.

Verbal and presentation skills are required to negotiate leasehold interests with incorporated groups and commercial operators. This requires skill in interpreting Treasury Board guidelines and explaining specialised legal terminology in order that information can be fully comprehended by the leasee. This requires skill to negotiate and persuade the leasee with respect to specific clauses in the lease, lease boundaries, and lease rates.

Writing skills are required to prepare correspondence to clients and to prepare various technical reports such as environmental screenings, environmental management plans and requests for project funding, draft ministerial correspondence and fact sheets. This requires skill in interpreting information and explaining complicated and sensitive issues.

Verbal skills are required to present the assigned functions in wide ranging consultations with client groups, regional officials, and other government departments to explain policies, priorities and activities, negotiate issues, obtain input and gain agreement and cooperation to handle sensitive situations. Depending on the client groups, the message must be often altered and simplified in order to be understood and effective.

COMMUNICATION IN:

Business Manager (00000)

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Listening skills to interpret inquiries from clients who have difficulty understanding and disseminating program related issues to determine their exact requirements and providing them the correct information. Observation skills to read between the lines when conducting public information sessions and to adjust delivery to the respective mood of the audience. Reading skills to gather and synthesize information written in legislative and regulatory language to draft responses to people having different requirements and levels of interpretation. Reading skills to digest information and demands from groups or individuals and review proposed responses to

ensure that they contain accurate information.

Motor and Sensory Skills

In the course of travel, facility inspection and enforcement duties, there is a requirement for dexterity and coordination in driving vehicles, embarking and disembarking vessels, walking over uneven ground or structures in various stages of disrepair while carrying equipment.

Manual dexterity and coordination skills are required for the daily operation of a computer keyboard in the preparation of correspondence, reports and inputting data. Dexterity is required to operate other office equipment such as photo copiers, fax machines and cellular telephones.

Effort

Intellectual Effort

Intellectual Effort

Developing strategies, practices and approaches to govern the negotiation and consultative processes with fishing industry stakeholders and the public involved in the implementation of the Harbour Authority policy. The work is performed under departmental time line pressures to achieve imposed goals, involves dependence on other government departments and agencies, client pressures for information, conflicting stakeholders interests and changing policy interpretations.

Analyzing the associated business and operational plans of the established Harbour Authorities to evaluate their effectiveness from a management, operational, business, and legal perspective and suggesting and recommending corrective measures through consultation or direct intervention. This work is performed under time line pressures imposed by the department, individual biases against the department, and client reluctance to change to comply with government directives.

Negotiating the resolution of differing interpretations as they arise in the administration of harbour authorities, including enforcement procedures, data collection, and collection of revenues from fees and services. The work is performed without the benefit of established practices and precedents and

with limited human resources to meet imposed goals and deadlines.

Intellectual effort must be applied in the management of a construction program to analyze requirements for program expenditures, prioritize project requests for funding, and for the preparation of project proposals. The work is performed under time line pressures imposed by the department and clients, weather and climatic conditions, and the dependence on other government departments and agencies. There is a constant requirement to analyze an on-going number of project requests, seek or create solutions from a large number of options, and to make unbiased funding decisions with limited program funding.

Developing strategies and options unique to each situation in order to conduct sensitive negotiations with client groups regarding the management and divestiture of real property. The work is performed under departmental time line pressures to achieve imposed goals, dependence on other government departments and agencies, client pressures for information and legal interpretations, conflicting stakeholders interests, and negative public opinion against overall government fiscal restraint and apparent downloading policies.

Sustained Attention

The work requires long periods of sustained attention when operating a motor vehicle in order to concentrate on the road while driving. There are frequent interruptions with calls from cellular telephones which increase the risk of accidents. This work takes up to twenty percent of the incumbent's time on an ongoing basis, due to the geographic size of the area of responsibility.

The requirement to maintain attention while attending public and internal business meetings as a leader and participant requires sustained attention to maintain effective control of the sessions to comprehend and interpret information and to contribute effectively to a variety of complex initiatives and concerns. These activities consume twenty five percent of the available time.

The requirement to read, comprehend, respond, and coordinate the distribution of to a varied client group, a variety of correspondence demanding different levels of interpretation and levels of response. These activities consume twenty five percent of the available time.

Psychological/Emotional Effort

Psychological/emotional effort is needed to remain impartial and composed while providing information services to unhappy and upset clients who are appealing funding decisions. There is no control over the number of clients or how they will choose to express their anger.

Psychological/emotional effort is needed to remain impartial and composed while carrying out enforcement duties on upset clients who are not in compliance with the law. There is no control over the number of clients or how they will choose to express their anger.

Physical Effort

On a daily basis, the work involves long periods of sitting to read a variety of hard copy and electronic information, to operate a personal computer and to analyze problems and offer suggested solutions.

On a frequent basis, the work involves visiting harbour locations where construction activity is occurring, climbing on and off vessels, wharves and harbour facilities to carry out facility inspections. This requires the wearing of protective and safety equipment including safety boots, life jackets, gloves and hard hats.

There is a weekly requirement to attend meetings and stand for long periods of time in difficult negotiations or in directing discussions or to sit for extended periods coordinating difficult meetings with varied client groups recording information for follow-up and possible action.

There is a frequent requirement to visit remote harbour locations and communities to attend meetings. This involves prolonged periods of driving alone and sitting in one position, as well as a requirement to travel on helicopters, small planes and vessels.

The work requires stamina and concentration to work extended and irregular hours to meet operational demands and accommodate client needs.

Working Conditions

Work Environment

Work Environment

The work is performed in both an office and on site around the Region. The work involves continuous exposure to noise and frequent interruptions from staff, callers, and visitors, as well as exposure to glare from computer monitors during long periods of keyboarding. There is a continuous requirement to deal with imposed deadlines from the completion of reviews, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, and politically sensitive issues associated with program policies. The work involves attending on site meetings several times a week at many varied locations with community groups, Harbour

Authorities, and the general public, of which many meetings are of a sensitive nature and pose a requirement to deal with angry, distressed, and confrontational people. The work also involves continuous exposure to harbour and construction sites. The on site work involves continuous exposure to inclement weather, extremes of heat and cold, dust, fumes and noise. Occasionally there is a requirement to climb ladders, board vessels and walk over rough terrain in all weather conditions. There is a requirement to wear safety and protective clothing when visiting construction sites and inspecting harbour facilities. There is a frequent requirement to work unpredictable and uncontrollable hours.

Risk to Health

Repeated travel on a weekly basis involves driving a vehicle for extended periods of time, often to remote locations during inclement weather and on sub-standard road conditions, causes muscular pain in the back and shoulders, eye strain and fatigue and increases the risk of highway accidents.

Daily exposure to continuous meetings and phone calls, imposed deadlines, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, politically sensitive issues, and uncontrollable hours cause high stress levels that can lead to severe psychological and physical problems.

Visiting remote harbour locations alone and carrying out inspections of unsafe and derelict harbour infrastructure poses a risk to personal safety.

The office work environment is characterised by occasional visits from angry, distressed and confrontational individuals or groups of people that sometimes take over the office for extended periods of time. The unpredictability of this type of working environment leads to stress and anxiety, as such disruptions affect imposed deadlines and client service and increases the possibility of physical confrontations.

There is occasional exposure when confronting individuals or groups of people to carry out enforcement roles. This type of work leads to stress and anxiety, as often such individuals are agitated, threatening and confrontational, and poses the risk of physical harm.

The frequent use of finger and wrist muscles to enter data on a computer keyboard and produce correspondence, reports, environmental screening, contribution documents, can cause muscular pain.

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Report ID: GC7PM015

AS OF DATE / EN DATE DU : 1998-09-13

Position / Poste : 00060957 Business Manager
Work Description / Description de travail : 0000037199 Business Manager

----- P o s i t i o n I n f o r m a t i o n / D o n n é e s s u r l e p o s t e -----
Effective Date / Date effet : 1998-09-13
Action Reason / Motif action : UPD Update a Position / Mise à jour données poste
Abolish by/End of Term / Proch. rév./abolition :
Business Unit / Entité : CNDFO Fisheries & Oceans BU / Pêches & océans entité
Job Code / Code emploi : 516929 Business Manager
Reg/Temp / Permanent/temp. : R Regular / Permanent
Full/Part Time / Temps plein/partiel : F Full-Time / Temps plein
Manager Level / Niveau direction : 8 All Other Positions / Autres postes
NOC / CNP : 1221 Administrative Officers / Agents administratifs
Location / Emplacement : 130226 St Andrews
Geographic Location / Lieu géographique : 1302026 SAINT ANDREWS
Department / Service : 62840 Chief, SCH, NB
Reports To / N° poste responsable : 00055423 Area Chief
Security / Sécurité : 2 Reliability / Fiabilité
Applied By ID / Appliquée par (Id) : 064756 Anne Colbert
Applied By Date/ Appliquée par (Date) : 1996-10-10
Remarks / Commentaires :
Previous Position No./No. poste antérieur : 00013669

----- D e c i s i o n I n f o r m a t i o n / D o n n é e s s u r l a d é c i s i o n -----
Decision # / N° décision : 0000054688 Effective Date / Date effet : 1997-04-01
Decision Reason / Motif décision : L
Class Code / Code classification : PM 03
Function / Fonction : /
Eval Process / Processus évaluation : 01 W/O Comm. / SansComité
Posn Class Auth / Autor. classif. poste : 2 Departmental / Ministère
Class Accred # / N° accréd. classif. : 98018 Darlene Nelson
Class Auth Dt / Date autor. classif. : 2000-04-04
Next Review Dt / Date proch. rév. : 2005-04-04
Remarks / Commentaires :
Management-Directed Classification Decision/
Décision Dirigée par la gestion : N

----- F a c t o r C o d e C o o r d i n a t e P o i n t s / C o d e f a c t e u r C o o r d o n n é e s P o i n t s -----
Factor Coordinate Points / Code facteur Coordonnées Points
Code Description / Description Coordinate Points
Facteur Coordonnées Coordonnées
01 Knowledge / Connaissances C2 224
02 Decision Making / Prise de décisions B2 146
03 Operational Responsibility / Responsabilité opérationnelle C 40
04 Contacts / Contacts 2 70
Total Coordinate Points / Total des points des coordonnées 480
Supervisory Factor / Facteur surveil.: X

----- S t a f f R e l a t i o n s / R e l a t i o n s d e t r a v a i l -----
Essential Services / Service essentiels : 0 Position not essential / Poste non essentiel
Proposed / Proposé : N Effective Date / Date effet : 1998-09-13

Exclusion / Exclusion : 10 Not excluded/Not essential / Non-exclu, non-essentiel
Proposed / Proposé : N Effective Date / Date effet : 1998-09-13

----- O f f i c i a l L a n g u a g e s / L a n g u e s o f f i c i e l l e s -----
Effective Date / Date effet : 1996-04-01
Lang. Req. Posn / Exigences ling. poste : 2 English essential / Anglais essentiel
Imp. St. Ind. / Ind. dot. impér. : /
Office Code / Code bureau : 91142 Saint Andrews - C & P

	English / Anglais	French / Français
Reading / Lecture	-	-
Writing / Écrit	-	-
Oral / Oral	-	-
Com. Serv. Public / Services au public	2 English only	/ Anglais seulement
Com. Pers. Serv. / Services personnels	0 Not required	/ Non requis
Com. Cent. Serv. / Services centraux	2 English only	/ Anglais seulement
Com. Supervisory / Superviseurs	0 Not required	/ Non requis
Com. Grievance / Grievs	0 Not required	/ Non requis
Com. Other / Autres	2 English only	/ Anglais seulement

----- D e l e g a t i o n / D é l é g a t i o n -----
Effective Date / Date effet :
HR Delegation Level / Niveau délégation des RH : /
Effective Date / Date effet :
FIN Delegation Level / Niveau délégation fin : /

Report ID: GC7PM015

AS OF DATE / EN DATE DU : 2001-04-01

Position / Poste : 00060957 Business Manager
Work Description / Description de travail : 0000037199 Business Manager

----- P o s i t i o n I n f o r m a t i o n / D o n n é e s s u r l e p o s t e -----
Effective Date / Date effet : 2001-04-01
Action Reason / Motif action : A Change of duties / Changement dans les fonctions
Abolish by/End of Term / Proch. rév./abolition :
Business Unit / Entité : CNDFO Fisheries & Oceans BU / Pêches & océans entité
Job Code / Code emploi : 516929 Business Manager
Reg/Temp / Permanent/temp. : R Regular / Permanent
Full/Part Time / Temps plein/partiel : F Full-Time / Temps plein
Manager Level / Niveau direction : 8 All Other Positions / Autres postes
NOC / CNP : 1221 Administrative Officers / Agents administratifs
Location / Emplacement : 130226 St Andrews
Geographic Location / Lieu géographique : 1302026 SAINT ANDREWS
Department / Service : 60200 Area Director, Southern N.B. / Dir. secteur - Sud N-B
Reports To / N° poste responsable : 00069173 Area Chief SCH & Assets
Security / Sécurité : 2 Reliability / Fiabilité
Applied By ID / Appliquée par (Id) : 067146 Yvonne Dominey
Applied By Date/ Appliquée par (Date) : 2002-02-26
Remarks / Commentaires :
Previous Position No./No. poste antérieur : 00013669

----- D e c i s i o n I n f o r m a t i o n / D o n n é e s s u r l a d é c i s i o n -----
Decision # / N° décision : 0000054688 Effective Date / Date effet : 2001-04-01
Decision Reason / Motif décision : UPD
Class Code / Code classification : PM 04
Function / Fonction : /
Eval Process / Processus évaluation : 01 W/O Comm. / SansComité
Posn Class Auth / Autor. classif. poste : 2 Departmental / Ministère
Class Accred # / N° accréd. classif. : 97007 Lisa Peck
Class Auth Dt / Date autor. classif. : 2002-02-26
Next Review Dt / Date proch. rév. : 2007-02-26
Remarks / Commentaires :
Management-Directed Classification Decision/
Décision Dirigée par la gestion : N

----- F a c t o r C o d e C o o r d i n a t e P o i n t s / C o d e f a c t e u r C o o r d o n n é e s P o i n t s -----
Factor Coordinate Points / Code facteur Coordonnées Points
Code Description / Description Coordinate Points
Facteur Coordonnées Coordonnées
01 Knowledge / Connaissances C2 224
02 Decision Making / Prise de décisions B2 146
03 Operational Responsibility / Responsabilité opérationnelle C 40
04 Contacts / Contacts 3 110
Total Coordinate Points / Total des points des coordonnées 520
Supervisory Factor / Facteur surveil.: X

----- S t a f f R e l a t i o n s / R e l a t i o n s d e t r a v a i l -----
Essential Services / Service essentiels : 3 Conditional position / Poste conditionnel
Proposed / Proposé : N Effective Date / Date effet : 2000-06-21

Exclusion / Exclusion : 10 Not excluded/Not essential / Non-exclu, non-essentiel
Proposed / Proposé : N Effective Date / Date effet : 1998-09-13

----- O f f i c i a l L a n g u a g e s / L a n g u e s o f f i c i e l l e s -----
Effective Date / Date effet : 1996-04-01
Lang. Req. Posn / Exigences ling. poste : 2 English essential / Anglais essentiel
Imp. St. Ind. / Ind. dot. impér. : /
Office Code / Code bureau : 91142 Saint Andrews - C & P
English / Anglais French / Français
Reading / Lecture : - -
Writing / Écrit : - -
Oral / Oral : - -
Com. Serv. Public / Services au public : 2 English only / Anglais seulement
Com. Pers. Serv. / Services personnels : 0 Not required / Non requis
Com. Cent. Serv. / Services centraux : 2 English only / Anglais seulement
Com. Supervisory / Superviseurs : 0 Not required / Non requis
Com. Grievance / Grievances : 0 Not required / Non requis
Com. Other / Autres : 2 English only / Anglais seulement

----- D e l e g a t i o n / D é l é g a t i o n -----
Effective Date / Date effet :
HR Delegation Level / Niveau délégation des RH : /
Effective Date / Date effet :
FIN Delegation Level / Niveau délégation fin : /



CLASSIFICATION ACTION AND POSITION RECORD
FICHE DE MESURE DE CLASSIFICATION ET DE POSTE

1. Department Ministère DFO	2. Position Number Numéro du poste 00013670	3. Action Type Type de mesure POS	4. Reason Motif X	5. Effective Date Date entrée en vigueur 01-04-01	6. Position Title Titre du poste BUSINESS MANAGER	7. Position Classification Authority Autorité de la classification du poste 3
8. RATING / EVALUATION						
Factors/Elements Facteurs/Éléments		Coord. / Degree Coord. / Degré		Points		
A. KNOWLEDGE		C2		224		
B. DECISION MAKING		B2		146		
C. OPERATIONAL RESPONSIBILITY		C		40		
D. CONTACTS		3		110		
E.						
F.						
G.						
H.						
I.						
J.						
K.						
L.						
M.						
N.						
O.						
P.						
Total Points / Total des points: 520						
27. AUTHORIZATION / AUTORISATION						
A. Name Nom	PECK, LISA					
B. Title Titre	HUMAN RESOURCES ADVISOR					
C. Signature						
28. Accountability Code / Accreditation Number Code d'imputabilité / Numéro d'accréditation	1 97007					
29. Date	26-02-02					
30. Remarks Remarques	Reclass from PM03 to PM04 based on relevancy with mfd.					
31. EMPLOYEE NOTIFICATION / AVIS À L'EMPLOYÉ(E)						
I certify that the incumbent(s) of this position has (have) been notified of this classification decision. Je certifie que le(s) titulaire(s) de ce poste a (ont) été avisé(s) de cette décision de classification.						
A. Name Nom						
B. Title Titre						
C. Signature						
32. EXCLUSION						
Reasons for Exclusion Motifs d'exclusions						
10						
Designation 33. Code						
34. Date						
D. Date D-J M-M Y-A						
0 13-09-98						



To
A

Donald MacDonald
A/Area Chief, SCH

From
De

Human Resources Operations
Human Resources Branch

Security Classification - Classification de sécurité
Unclassified/Non classifié
Our File - Notre référence
Your File - Votre référence
Date
March 4, 2002

Subject
Objet

NOTIFICATION OF CLASSIFICATION DECISION

Please find attached for your information and records a copy of the Classification Action Form(s) (TB330-167) which indicate(s) that the following classification action(s) has/have been finalized:

- ☐ A new position has been created.
- ☒ Positions have been reclassified. If you have not already done so, you may now take the necessary action to fill the positions or appoint the incumbents – please contact Human Resources Operations for assistance and information.
- ☐ A position has been updated or cyclical reviews have taken place.
- ☐ A position incumbency change has taken place. Compensation has been notified. Please ensure the employee (if position incumbered) has been advised.
- ☐ A position has been geographically transferred.
- ☐ An amendment has been made to the last TB330.
- ☐ A position has been deleted.
- ☐ Staffing request package has been forwarded to _____ on _____.
- ☒ Please advise the employee of the results. Employees are entitled to submit a classification grievance within twenty-five (25) working days of the receipt of this notification should they disagree with the group and level to which this position was classified.


for Chief, Human Resources Operation

Att:

Canada



CONDENSED POSITION EVALUATION REPORT

RAPPORT D'ÉVALUATION D'UN POSTE

GENERAL USE

CONDENSÉ
USAGE GÉNÉRAL

13 positions / 11 incumbents

1. IDENTIFYING INFORMATION - RENSEIGNEMENT D'IDENTIFICATION					
			PRIOR TO DECISION - AVANT LA DÉCISION	AFTER DECISION - APRÈS LA DÉCISION	
(A) POSITION NO. - N° DU POSTE			13665, 13666, 13668, 13669, 13670, 13671	Same	
(B) POSITION TITLE - TITRE DU POSTE			13672, 13673, 13674, 20612, 27261, 27263, 13667	Same	
(C) BRANCH - GEOGRAPHIC LOCATION DIVISION - LIEU GÉOGRAPHIQUE			SCH	Various: AD Offices - Sydney, Antigonish, Chatham Yarmouth, St. Andrews, Tracadie, St. John's	
2. REASON FOR ACTION - MOTIF DE LA MESURE					
Reclassification ⇒ Relativity with ^{DFO} NFLD Region					
3. EVALUATION - L'ÉVALUATION					
(a) EFFECTIVE DATE AND/OR DATE OF DECISION DATE D'ENTRÉE EN VIGUEUR ET/OU DATE DE RÉVISION			(b) CATEGORY CATÉGORIE		
April 1/2001 Y/A M D/J Except 27261 & 27263 is			PM		
(c) GROUP OR SUB-GROUP GROUPE OU SOUS GROUPE					
(d) EXISTING POINTS POINTS EXISTANTS	(e) FACTORS / SUR FACTORS FACTEURS / SOUS FACTEURS	(f) DEGREE	(g) POINTS	(h) RATIONALE - JUSTIFICATION (Including bench mark comparisons - Incluant la comparaison avec les postes-repères)	
224	Knowledge	C2	224	Relativity w/ DFO - NFLD Region (Contacts 110 pts.) Attached	
146	Dec Making	B2	146		
40	Oper Resp.	C	40		
70	Contacts	3	110		
TOTAL		EXISTING GROUP AND LEVEL GROUPE ET NIVEAU EXISTANT	(i) TOTAL	(j) GROUP AND LEVEL GROUPE ET NIVEAU	(k) POINT CUT OFFS FOURCHETTE DES POINTS
		PM-03	520	PM-04	501-610
		PROPOSED GROUP AND LEVEL GROUPE ET NIVEAU PROPOSÉ			
		PM-04			
(l) Other Remarks - Autres Remarques					
Michelle Boudreau, HR Advisor Feb 14/2002					
4. COMMITTEE - COMITÉ					
SPONSORED BY - PARRAINÉ PAR:					
NAME - NOM (PLEASE PRINT - EN LETTRES MOULÉES S.V.P.)		SYMBOL - SYMBOLE		SIGNATURE	DATE
(a)					
(b)					
(c)					
(d)					

10-0490 (05/96)

Addition to Classification Rationale Business Manager

CONTACTS

This position was recently rated as Degree 2, 70 points for Contacts.

In reviewing departmental relativities and additional information from the Manager it is determined that contacts should be increased to Degree 3, 110 points.

SP is required to consult and reach agreement with small craft harbour authorities, representatives and officials from various other departments and agencies related to federal government infrastructure. Consultation and advice is provided on an on-going basis to Members of Parliament, Provincial and Municipal elected representatives. Contacts are made with the media to deal with issues related to small craft harbours, lighthouses, wharfs and other departmental sites. SP is responsible for enforcement under the Fishing and Recreational Harbours Act and requires on-going consultation with officials and law enforcement agencies.

=BM 24, Late and Non-Filer Programs Officer, both positions are required to reach agreement with senior officials of OGD and Agencies and representatives of industries or companies. Both consult and reach agreement to support enforcement activities.

>BM 25, Collection Contact Officer at degree 2, initiates and maintains contacts with taxpayers, individuals, owners and officials of business and/or their representatives to negotiate payment schedules. This is less than what is required for SP, as it is required to influence and discuss and explain where SP is required to consult, confer and reach agreement with officials on matters that are complex or significant. SP is required to negotiate and consult on items such as wharves, lighthouses and other real property harbour infrastructures and related equipment.

Summary:

Knowledge	C2	224	
Decision Making	B2	146	
Operational Resp.	C	40	
Contacts	3	110	
Total		520	PM-04(501-610)

Reality:

This position was compared with the Program Officer, PM-04 that works in Small Craft Harbours, in Newfoundland. Both positions advise and consult with Harbour Authorities and deal with fishing industry stakeholders, officials of other government department and with public clients to interpret and explain policies. The Program Officer is rated as:

Knowledge	C2	224	
Decision Making	B2	146	
Operational Resp.	C	40	
Contacts	3	110	
Total		520	PM-04(501-610)


Janice DeForest


Date

CONTACTS:

The Business Manager position requires consultation with various industry stakeholders to reach agreement on future management options including formation of the harbour authorities or the divestiture of harbours and other real property. Harbour authorities and harbour divestiture are the two major program initiatives within SCH since program review. Industry stakeholders include fishers, buyers, processors, other businesses, First Nations, recreational users, community groups, development associations, and the general public. The Business Manager is the primary point of contact with the stakeholders and must obtain commitment from the various stakeholder groups in order to advance the SCH program agendas. Persuasion is required to negotiate and to obtain consensus among various diverse interests, while moving the program forward and maintaining a service-orientated and client-focused image. There is also a significant requirement to provide advice and information to various user groups of harbour services, and to explain and defend government programs and policies to the Canadian public.

The Business Manager position is required to consult with and provide advice and background information to officials from various other departments and agencies such as Indian and Northern Affairs Canada, Public Works and Government Services Canada, Environment Canada, Industry Canada, Human Resources Development Canada, etc. regarding the SCH program and the specific implementation of new harbour management programs. Advice is also provided on an on-going basis to Members of Parliament, Provincial and Municipal elected representatives, the Area Director, regional and national staff, and the minister's staff regarding an abundance of politically sensitive operational issues (such as First Nation integration into the commercial fishery in the wake of the Marshall Decision). Discussions are held with MP's, MLA's, elected Municipal officials, First Nations, and other groups on specific issues to explain the department's position in order to promote an understanding and acceptance of the objectives, programs, and policies of the Department. Information is also provided to the media on an as-required basis, and indirectly through the preparation of draft press releases.

As an enforcement officer pursuant to the Fishing and Recreational Harbours Act, the position requires on-going consultation with other government officials and law enforcement agencies regarding the interpretation and requirements of various Federal, Provincial, and Municipal legislation with respect to enforcement, environmental, occupational health and safety, municipal planning, navigable waters protection, etc. This information is required to advise and assist Harbour Authority and other user groups in the management of harbours to ensure compliance, as well as for the safety of the users and the general public, in order to reduce the risk of claims against the Harbour Authority and the Crown.

In conclusion, the Business Managers are the primary contacts on all operation and divestiture issues with the different public and private stakeholders. As you are aware, the Area Chief position (Eng. 4) will now focus primarily on the delivery of the technical part of the SCH and RPAM programs, and the BM will now assume the lead role on all operational and divestiture issues (the role will be also expanded to include RPAM sites). The position deals with very diverse and operationally sensitive issues that have a direct impact on the successful delivery of the SCH program. It is my opinion that the position should be given a level C3 for contacts within the classification rating grid, based on the bench marks established for this contact factor, as well as the Program Officer position that was recently rated in the Nfld. Region.

Classification Rationale

Position #: 13673

Title: Business Manager

Branch: Small Craft Harbours

Background:

The Subject Position (SP) was last reviewed in April 2000, based on a UCS Work Description (Generic Business Manager) dated 2000-2-18, and rated at the PM-03 group/level.

Review of the Work Description dated (2001-7-18) submitted for classification at this time revealed little or no change in the responsibilities of the position from that last reviewed. The eight (8) Key Activities identified in the old work description are essentially the same in the new. Their text has been rewritten in a more terse and succinct style, but the global intent of each is unchanged. The Work Characteristics sections of the new document do reflect a significant number of amendments and modifications, however, although they would impact on a UCS evaluation, they are not in areas that would affect the factors measured in the PM standard.

ALLOCATION

Category: Administrative and Foreign Service

The primary responsibilities of the SP involve delivery of the Small Craft Harbours Program within a geographically defined area within the region. This involves the implementation of policies and procedures, the provision of training and advice, the recommending of Harbour Authority (HA) leases, negotiation and approval of HA business plans, and participation in the divestiture and privatization process for recreational and commercial fishing harbours. These activities are performed to effect program delivery to fishing industry stakeholders and the general public who have a vested interest in the facilities. This meets the category definition of the Administrative and Foreign Service category, "occupational groups engaged in the planning, execution, conduct, and control of programs serving the public interest, and the requirements of internal management in the Public Service of Canada", and inclusion statements 1 and 2. No exclusions apply.

Group: Program Administration (PM)

The criteria referenced in the category allocation also meet the group definition and inclusion statement 1 of the Program Administration Group. No exclusions apply.

EVALUATION

Knowledge Degree C2 224 points

Program and Specialized/Technical Knowledge Degree C

The SP requires knowledge of an extensive body of rules, procedures and operations respecting delivery the Small Craft Harbours Program. This includes knowledge of: the mandate, objectives and priorities of the organization; departmental and central agency policies respecting real property acquisition, divestiture, business planning, budgetary control and compliance enforcement; a wide variety of federal and provincial legislation and regulations pertaining to harbour management, navigable waters, and environmental protection; procedures and practices respecting real property acquisition/divestiture, lease negotiation, financial audit, and real property management.

> BM 28, District Licensing officer at degree B, which requires knowledge of acts, regulations and policies governing fishing personnel and vessel and gear licensing for commercial and recreational fishing, as well as, knowledge of appeal processes and systems for information and statistics gathering. The SP requires knowledge of a broader range of legislation governing real property management, business planning, contract administration, financial administration, and harbour management. The SP also requires knowledge of procedures and practices for real-property acquisition and divestiture, lease/contract negotiation, financial audit, and enforcement investigation.

= BM 16, Supervisor, Employment Services at degree C, as the BM and SP have a comparable requirement for knowledge of a full range of acts, legislation, policies and procedures respecting delivery of a major program. Both require knowledge of external organizations, stakeholders and socio-economic and local market issues relevant to program clients. Both require knowledge of practices, protocols and procedures respecting the provision of advice, the determination of client requirements, and the administration of contract with external institutions.

General Administration Degree 2

The SP requires general administration knowledge in the areas of financial administration, contract administration, lease negotiation and administration, and real-property management related to acquisition and divestiture of facilities.

> BM 25, Collection Contact officer at degree 1, who requires knowledge of internal administrative procedures related to own work.

= BM 16, Supervisor, Employment Services at degree 2, as the BM and SP have a comparable requirement for knowledge of administrative policies and procedures respecting financial management to manage an O&M budget. Both require knowledge of administrative practices in a variety of other area, the BM in personnel policies, collect agreements, information management and work allocation, and the SP in Real Property Management, contract and lease administration, and acquisition and divestiture of assets and facilities.

Decision Making Degree B2 146 points

Scope Degree B

The SP decisions and recommendations are generally made within the policy framework and guidelines of the SCH program and require judgement and initiative in resolving problems and disputes respecting program requirements. Initiative and judgement are required when providing advice and evaluating business plans, when performing investigative work and fact finding associated with audit and budget control functions, when negotiating and recommending commercial and harbour authority leases, when managing a construction program, when establishing and implementing enforcement associated with the operation of real property and facilities, and when providing training and business advice to client to facilitate the operation of incorporated harbour authorities and assist harbour managers.

= BM 17, Benefits Program Officer at degree B, as the BM and SP are comparable in their requirement to exercise judgment and initiative in monitoring the effectiveness of program delivery and in identifying and resolving problems. Both identify operational trends and training requirements to enhance program delivery initiatives and analyze and interpret legislative, program and operational policies to provide advice and recommendations to management and external clients.

< BM 2, Airport Manager at degree C, whose decisions and recommendations are made respecting the operation, maintenance and security of an airport and eleven remote sites. The BM must exercise judgement and initiative in directing the allocation of financial and personnel resources, developing long range forecasts of user requirements, negotiating leases and levels of maintenance with other government departments, directing the preparation of security procedures and coordinating the activities of agencies responding to emergencies. The SP requirement to exercise judgement and initiative in making decisions and recommendations does not reflect the diversity of areas or the requirement to operate without precedent as exemplified by the BM

Impact Degree 2

The SP decisions impact on the effectiveness of the SCH program delivery within its geographic district of responsibility and the ability of external client organizations and individuals to develop effective business plans and meet program requirements to obtain and operate harbour authorities. Decisions and recommendations respecting acquisition and divestiture of real property and assets impact on the cost-effective utilization of financial resources within the organization, and the ability to provide mandated services to facility users. Decisions also impact indirectly on the viability of commercial enterprises and community stakeholders of harbour facilities.

= BM 17, Benefit Program Officer at degree 2, as the BM and SP decisions affect the efficiency and effectiveness of program delivery initiatives, including the quality of service received by clients. BM decisions on labour disputes impact directly on hundreds or thousands of workers, while SP decisions impact on commercial, recreational and public users of harbour facilities and the effective operation and viability of harbour authorities.

< BM 14, Regional Manager, Investigation and Control at degree 3, who is the regional authority while the SP's impact is limited to the district of responsibility. The BM decisions and recommendations impact on the nature and scope of the regional program and national and

regional policy development, whereas the SP works within established regional/national policy and guidelines.

Operational Responsibility Degree C 40 points

The SP performs a "Staff" role and is responsible for delivery of a well-defined program within a specific geographical management area. This involves determining adequacy of operational policies and procedures administered by harbour managers and members of harbour authorities to provide service to facility users and meet contract and lease obligations set by the Department. This includes monitoring the activities of non-employees performance for effectiveness, evaluating and auditing financial and business planning documents, ensuring safety and environmental protection compliance is adhered to and controlling funding based on client performance in meeting contract obligations.

> BM 28, District Licensing Administrator at Degree B, which administers the licensing program in the district and supervises two clerks. The BM also participates in advisory and policy working groups and provides advice to field staff on the interpretation of licensing policies and legislation. The SP is superior in that it is responsible for determining the adequacy of operational policies and procedures administered by non-employees; monitoring for safety and environmental compliance, financial accountability; implementing enforcement and controlling funding.

= BM 17, Benefit Program Officer at degree C, as the BM and SP are comparable in their requirement to monitor all program activities, assess the efficiency and effectiveness of operations, and ensure compliance within operational policies and procedures. Both involve evaluating the operational performance of non-employees and providing advice as a subject matter specialist staff in the organization.

Nature and Size of Subordinate Organization

Not applicable. The SP performs a staff role and has no subordinates.

* **Contacts Degree 2 70 points** — *This has been changed to degree 3, 110 points. See attached. Jia 8/11/21*

The SP provides advice and guidance to external clients involved in harbour management and the operation of harbour authorities respecting service levels as defined by contract obligations, compliance issues related to safety and environmental protection, monitoring and audit issues related to financial administration, funding, and business planning. These activities require significant explanation of legislative and program requirements to achieve cooperation and compliance in meeting contract/lease obligations, meeting defined service levels, performing audit functions, and when providing advice or interpretation.

= BM 17, Benefit Program Officer at degree 2, as the BM and SP have a like requirement to deal with non-government personnel to resolve problems and obtain cooperation in problem resolution and adherence to compliance requirements. Both are required to investigate operational performance and provide recommendations to achieve cooperation in meeting service levels requirements. Both provide expert level advice staff within the organization to promote problem solving and improve program delivery functions.

< BM 2, Airport Manager at degree 3, who consults with local government officials and other government departments respecting the provision of common services and to coordinate emergency services. The BM acts as final authority in negotiations on nature and levels of service for the airport while the SP requires management approval in contentious and politically sensitive issues.

Summary

Knowledge	C2	224
Decision Making	B2	146
Operational Responsibility	C	40
Contacts	2	70
Total		480 PM-03 (401-500)

Recommendation

The SP is rated at 480 points and recommended for classification at the PM-03 group/level.



Bill Anderson
Sept 6/01

**WORK DESCRIPTION***RELATIVITY***0000001048****Bungay Wayne****Program Officer**

Department/Agency:	Department of Fisheries and Oceans
Section:	
Division:	
Branch:	Small Craft Harbours
Geographic location:	Grand Falls-Windsor (Nfld.)
Security clearance	
Language requirements:	English Essential
Departmental use:	

Immediate supervisor:	Area Chief (0000001044)
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Version: Draft	Date last updated: 2000-2-3
Classification:	
Effective Date of Decision:	
Model identifier:	

Client-Service Results

Program initiatives and advisory services related to the maintenance, operations, and management of harbours in an assigned geographic area to fishing industry stakeholders, the general public, and SCH regional and area personnel.

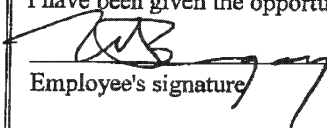
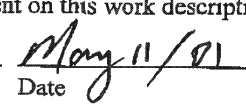
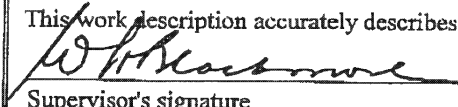
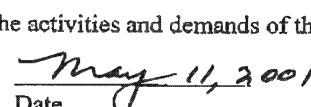

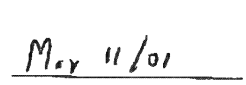
Key Activities

- X Supports the implementation of national and regional policy, procedures, management and budgetary control for a system of commercial fishing harbours in an assigned geographic area.
- X Delivers DFO's Harbour Authority initiative for all commercial fishing harbours through the establishment of Harbour Authorities.
- X Coordinates and provides training for Harbour Authorities.
- X Makes recommendations to Harbour Authorities on issues beyond their realm of expertise including legal, business, financial, management, operational, and enforcement issues, and on harbour maintenance and development.
- X Monitors the operations of Harbour Authorities to ensure compliance with the terms and

Program Officer (0000001048)

P.1

- conditions of their lease agreement for harbour management and determines needed interventions and strategies.
- Conducts financial, operational, and environmental reviews of the operations of Harbour Authorities and recommends appropriate actions.
 - Provides consulting/advisory services to Harbour Authorities concerning their roles in the management and operations of harbours and gives direction to Ministerially appointed Harbour Managers.
 - Negotiates and approves individual Harbour Authority business plans and budgets, and provides specific advice regarding financial statements and business proposals for projects.
 - Negotiates, drafts and issues licences to all commercial harbour users in DFO managed harbours.
 - Participates in the negotiation of leases to commercial/industrial users of DFO managed property in scheduled harbours.
 - Assists the Area Chief in the implementation and management of Small Craft Harbours maintenance and development program.
 - Undertakes management and enforcement activities associated with the operation of real property and facilities.
 - Provides recommendations to the Area Chief on the divestiture of commercial fishing harbours not intended for harbour authority management, and on facilities administered by Harbour Authorities but surplus to the fishing industry needs.
 - Identifies real property requirements and recommends the acquisition to the Area Chief as needed for the management and operation of commercial fishing harbours.
 - Identifies the need for and produces Environmental Screening and Assessment Reports for projects in accordance with the Canadian Environment Assessment Act.

Employee's statement:	
I have been given the opportunity to comment on this work description.	
 Employee's signature	 Date
Supervisor's statement:	
This work description accurately describes the activities and demands of the position.	
 Supervisor's signature	 Date
Authorization:	
 Manager's signature	 Date

Work Characteristics

Responsibility

(1) Information for the Use of Others

Provides information and advice to various fishing industry stakeholders, politicians, the general public with respect to the Small Craft Harbours program and policies to assess the impact and to develop options for future harbour management.

Provides advice, guidance and recommendations to area management on management, operations, and maintenance of public harbours to assess the impact and feasibility of various harbour management, operations, and development options. Makes specific recommendations that can affect the livelihood of individual fishers and coastal communities, and impact on fish handling/processing facilities.

Provides advice and disseminates information to incorporated Harbour Authorities, and applies methodologies and standards in such matters as business planning, revenue generation, financial and resource planning and management, tax provisions and reporting requirements, property management, legal and enforcement issues, environmental practices and compliance, liability insurance, legislative obligations, technical matters such as construction standards, specifications and techniques, and administrative matters such as tendering, procurement, contracting for services, inventory control, computer operations and human resource practices to ensure successful operation and economic sustainability.

Gathers, synthesizes, and produces draft ministerial correspondence from a complex variety of information for the Area Chief to respond to specific inquiries directed to the Minister's office.

Researches socio-economic and environmental background information and produces environmental assessment reports for the Area Chief for the approval of projects to ensure compliance with the Canadian Environmental Assessment Act. The reports as approved by the Regional Director are made available for public perusal and critique through the national Habitat Referral Tracking System.

Provides technical advice and assistance to individuals, Harbour Authorities, groups, and the fishing industry on construction and repair projects being considered for structures administered by the Department. This can involve breaking down complicated construction and permitting processes into simpler operations, and is necessary to give Harbour Authorities, individuals, and groups the knowledge and skills they require to successfully complete projects to established regulations, codes, and standards.

(2) Well-Being of Individuals

There is no specific requirement for this.

(3) Leadership of Human Resources

Leads and coordinates multi-disciplinary groups and agencies in meetings, working groups and projects to provide information on programs and policies, and to develop overall management and business plans. Guides incorporated Harbour Authorities in human resource planning including the recruitment of volunteers, students and employees, and consultants required to support the Harbour Authority program. This includes developing work plans and priorities, proposing terms of reference,

evaluating performance and creating alternate plans to accomplish objectives. This is a shared responsibility.

Conducts initial training of new Harbour Authority directors and members on such matters as corporate structure and bylaws, business, accounting, legal, and administrative matters associated with the operation of a Harbour Authority.

Conducts initial training of new persons in the Branch on such matters as corporate structure, administrative practices, business, operational and legal issues associated with the Small Craft Harbours program. This is a shared responsibility.

Provides management and operational guidance and training in accounting principles and procedures to incorporated recipient groups that have assumed responsibility of Federal harbours formerly under government jurisdiction. This is a shared responsibility.

Assigns and manages the work of Harbour Managers and Enforcement Officers through the development of work plans, performance reviews, and the determination of remuneration for services rendered. This is a shared responsibility.

Facilitates and chairs public meetings in communities to establish Harbour Authorities. Explains the management and operational concepts of Harbour Authorities including departmental and Harbour Authority responsibilities.

Guides incorporated Harbour Authorities in the development of a management plan which includes work plans, revenue generation, and maintenance and services programs. This is a shared responsibility.

(4) Money

BUDGETING

Participates in aspects of budget preparation and management including providing recommendations for the Area budget, providing financial advice and making recommendations for prioritization of projects, including cost benefit and risk analyses. Plans, costs and budgets for harbour operations and maintenance activities. On an ongoing basis monitors project status; reallocates funds within budget to compensate for changes; and conducts financial planning, forecasting and reporting. Provides advice and recommendations to incorporated harbour authorities and recipient groups on preparing and managing operational budgets to ensure their successful operation and long term sustainability.

MANAGING MONEY FLOW

Determines and negotiates commercial lease and licence annual rents with private commercial operators based on Treasury Board guidelines and market value appraisals. Monitors and tracks commercial leases and licences issued and payments received, advises the Area Chief on outstanding accounts and takes the appropriate enforcement action. Solicits financial contributions from other Federal, Provincial, and private sources for cost-shared projects with incorporated harbour authorities and recipient groups to reduce the demand on Small Craft Harbours budget. Provides advice and recommendations to incorporated harbour authorities on devising service fee schedules, determining commercial sub-lease rent and licence fees, and collection of accounts based on specific site and local market conditions and knowledge of other harbour operations.

SPENDING

Identifies, tenders, awards and administers maintenance and service contracts within allocated budget.

Awards contracts, verifies goods and or services are received and approves progress claims and final invoices for payment. Commits funds and recommends paying out funds under contractual agreements. Purchases goods and services using government credit cards issued in incumbents' name and accounts for all expenditures. Provides advice and recommendations to incorporated harbour authorities and recipient groups on tendering and contracting for goods and services, processing claims and invoices, and auditing requirements.

(5) Physical Assets and Products

Operates and provides minor maintenance of real property, harbour infrastructure and related equipment used by the commercial fishing stakeholders and the public in harbours that are managed directly by Small Craft Harbours, and minor maintenance at those sites under lease to Harbour Authorities. These assets are extremely valuable and very difficult to replace due to budget limitations and program inflexibility due to commitments to other projects.

Takes temporary custody of, and protects seized evidence gathered during investigations, to be used by the Crown during prosecution. This time sensitive evidence cannot be replaced.

Operates and maintains assets included in own work such as a government vehicle, personal computer, cellular telephone, office furniture, files, supplies, and software. With the exception of the vehicle these assets are not used by other staff and can be replaced, but at a considerable cost.

(6) Ensuring Compliance

As an enforcement officer pursuant to the Fishing and Recreational Harbours Act and Regulations, conducts routine inspections of harbour usage including that of fishers, commercial operators, lessors, and the general public to ensure compliance with regulations related to real property and environment issues, in order to ensure the safety of all harbour users and the general public and to protect the environment and harbour infrastructure. Compliance and enforcement activities are performed by examining a wide range of various options and statutes available to determine the most appropriate course of action. Duties require examining complaints, taking evidence, issuing warnings and recommending whether to pursue prosecution, and providing sworn testimony. Responsibility is shared and may require supervisor and senior management involvement.

Conducts on-site reviews and evaluations of Harbour Authorities' business and real property management practices to ensure compliance with and enforcement of the Fishing and Recreational Harbours Act, and the Small Craft Harbours' lease in order to protect the interests of the general public and fishing industry stakeholders in terms of safety and non-discriminatory public access. Depending on the degree of non-compliance, using own judgement and established precedents and practices, negotiates corrective action. Consults with supervisor regarding difficult situations.

Conducts on-site reviews to ensure Harbour Authorities are in compliance with the Provincial Labour Act, Worker's Compensation Act, Canada Corporation Act, Revenue Canada Taxation re: employee benefits and Harmonized Sales Tax. Negotiates compliances schedules and implementation of corrective action for violators using own judgement, precedents, and established practices. This is a shared responsibility.

Ensures that minor maintenance activities comply with the Canadian Environmental Assessment Act, Fisheries Act, Navigable Waters Protection Act, and provincial environmental regulations. The responsibility is shared. Failure to ensure compliance could result in legal action being initiated against

the Crown and/or incumbent.

Conducts Environmental Screenings on lease agreements with Harbour Authorities and the fishing industry or other users of federal property to ensure compliance with the Canadian Environmental Protection Act.

Skills

(7) Job Content Knowledge

Knowledge of negotiation principles and techniques and practices to effectively conclude initiatives and agreements with clients.

Knowledge of principles, practices, and techniques of leadership to effectively provide and coordinate the efforts of diverse groups towards common goals.

Knowledge of problem solving techniques with an ability to analyze issues and develop innovative and viable solutions is required when investigating problems and advising Harbour Authorities on property management, business and legal issues.

Knowledge of enforcement including investigative techniques and legal processes associated with the application of the Fishing and Recreational Harbours Act and Regulations, maritime, contract, tort and common law is required to carry out enforcement duties, investigate claims against the Crown and to provide specific advice to Harbour Authorities, the general public and management on land control and enforcement issues.

Knowledge of the principles and practices associated with real property management as it relates to custodial Federal property, including legal, administrative, and management techniques, procedures, and responsibilities is required to effectively operate harbours and to provide specific advice to Harbour Authorities.

Knowledge of real property acquisition and disposal methods including legal and property terminology; methods and procedures and the ability to read and interpret survey plans, deeds and descriptions in order to address client and legal requirements for management of harbours and implementation of construction projects.

Knowledge of harbour standards, regulatory requirements, facility inspection techniques and construction methodologies, including the ability to read and interpret construction drawings and specifications in order to analyze situations and provide advice to Harbour Authorities, management, contractors, consultants and regulatory agencies. Knowledge of project management, planning, implementation, critical time line analysis, negotiation approaches, and report writing to manage a minor maintenance program.

Knowledge of principles, practices, authorities and accountabilities of the financial process for budgeting, managing money flow, and expending funds for goods and services, and to exercise financial control over allocated budget.

Knowledge of financial review procedures, standards, and reports to conduct reviews of Harbour Authority activities.

Knowledge of financial accounting systems, including payroll taxation remittance procedures to train Harbour Authorities in accounting practices and record maintenance.

Knowledge of various options of revenue generation is required to advise Harbour Authorities on becoming financially viable businesses..

Knowledge of computer software, the internet and data entry programs, in order to gather information, prepare correspondence, produce reports and input data.

Knowledge of communication practices and techniques to prepare public presentations and written reports.

Knowledge of methods, techniques and practices required to conduct environmental screenings and assessments to ensure program compliance with federal and provincial environmental legislation.

Knowledge of inventory control and accountability standards to ensure asset utilization is managed and used for its intended purpose.

Knowledge of investigative techniques to ensure enforcement and evidence gathering procedures are conducted correctly and legally.

(8) Contextual Knowledge

WORK UNIT

Knowledge of the mandate and priorities of Small Craft Harbours' related to safety issues, harbour development and the reduction of operating expenditures through major devolution exercises and new business arrangements with clients through the Harbour Authority initiative.

Knowledge of administrative procedures and budgeting processes are required to deliver the maintenance/construction and operations program through a variety of initiatives.

Knowledge of the respective roles of regional staff on all management and operational issues is important in developing effective working relationships and providing a unified approach to issues.

Knowledge of collective agreements, travel directives, standards, procedures, guidelines and unit culture to conform to established practices.

Knowledge of the regional protocols respecting the media to ensure that the region conveys accurate information..

DEPARTMENT

Knowledge of the structure, roles, functions and responsibilities of the department, its objectives and priorities in support of the departmental vision and oceans strategy initiative in order to provide informed advice and recommendations to Harbour Authorities.

Knowledge of departmental policies, contacts and points of reference is required in order to understand changes within the fishing industry that will impact on the Small Craft Harbours' mandate and program initiatives.

Knowledge of the interaction between branches such as finance, communications, personnel, informatics, contracting, habitat management, and their advisors and directors to ensure contact is made with the person(s) responsible for any particular component of an initiative to ensure information

is r...ved in a timely manner.

OTHER DEPARTMENTS

Knowledge is required of the roles and responsibilities of other Departments and their mandates, organizational structures, programs, culture, policies and regulations including Public Works and Government Services Canada and Treasury Board of Canada for administering minor maintenance projects; Industry Canada in terms of the creation and incorporation of Harbour Authorities; and other Departments such as the RCMP, Environment Canada, Transport Canada, Revenue Canada Taxation for enforcement and regulatory issues.

Knowledge of Human Resources Development Canada programs is required to access financial and human resources to assist in furthering the aims of Harbour Authorities through the development of partnership arrangements.

CANADIAN PRIVATE AND OTHER PUBLIC SECTORS

Knowledge of the roles, responsibilities, and programs of provincial departments, municipal governments and officials to provide assistance and consultation on the Harbour Authority and divestiture initiatives.

Knowledge of the political, cultural, and socio-economic status of the communities in the assigned portfolio to facilitate in the planning for the implementation of a Harbour Authority or divestiture initiatives, and for ongoing service delivery.

Knowledge of local politicians, special interest groups and the identity of community leaders to seek and provide consultation on program issues.

Knowledge of the trends and developments in the fishing industry that will impact on the Small Craft Harbours' initiatives, in order to forecast changes in the management options and levels of service required for commercial fishing harbours.

LEGISLATION/REGULATIONS

Knowledge of the content and underlying principles and intent of the following Acts and Regulations, as they apply to management and operation of real property and facilities, and to be able to minimize risks and to formulate a due diligence legal defence in the event of a personal prosecution for violations of specific statutes and against civil suits:

Fishing & Recreational Harbours Act and Regulations

Fisheries Act

Oceans Act

Financial Administration Act

Treasury Board Regulations

Canadian Environmental Protection Act

Canadian Environment Assessment Act

Criminal Code of Canada

Navigable Waters Protection Act

Canada Business Corporations Act
Canada Labour Code and Regulations
Federal Real Property Act and Regulations
National Building Code of Canada
National Fire Code of Canada
Canada Shipping Act
Small Fishing Vessel Regulations
Various provincial acts and regulations

(9) Communication

COMMUNICATION OUT:

Presentation and public speaking skills are required when articulating policy information, reports, and recommendations to fishing industry stakeholders and public clients and in the formation of Harbour Authorities. This often requires interpreting policy in order to present arguments and dissuade individual biases as well as explaining and altering specialized legal and technical terminology so that it can be fully comprehended by various audiences.

Verbal and presentation skills are required to negotiate leasehold interests with incorporated groups and commercial operators. This requires skill in interpreting Treasury Board guidelines and explaining specialized legal terminology in order that information can be fully comprehended by the lessee. This requires skill to negotiate and persuade the lessee with respect to specific clauses in the lease, lease boundaries, and lease rates.

Writing skills are required to prepare correspondence to clients and to prepare various reports, draft ministerial correspondence and fact sheets. This requires skill in interpreting information and explaining complicated and sensitive issues.

Verbal skills are required to present the assigned functions in the wide ranging consultations with client groups, regional officials, and other government departments to explain policies, priorities and activities, negotiate issues, obtain input and gain agreement and cooperation to handle sensitive situations. Depending on the client groups, the message must be altered and simplified in order to be understood and effective.

Written and verbal skills are required to provide information to various fishing industry stakeholders, politicians, and the general public with respect to the Small Craft Harbours program and policies. This often involves explaining complicated policies, procedures, and standards which involves transforming information into alternate terms in order that it can be fully understood by a varying audience.

Verbal, written, and presentation skills are required to train incorporated Harbour Authorities in such matters as business planning, revenue generation, financial record keeping, and technical matters such as construction standards, specifications, tendering. This involves breaking down complicated financial and construction processes into simple, understandable steps and is necessary to give Harbour Authorities the knowledge and skills they require to develop and maintain good financial and construction practices.

COMMUNICATION IN:

Listening skills to interpret inquiries from clients who have difficulty understanding program related issues to determine their exact requirements and providing them the correct information. Observation skills to read between the lines when conducting public information sessions and to adjust delivery to the respective mood of the audience. Reading skills to gather and synthesize information written in legislative and regulatory language to draft responses to people having different requirements and levels of interpretation. Reading skills to digest information and demands from groups or individuals and review proposed responses to ensure that they contain accurate information.

(10) Motor and Sensory Skills

In the course of travel and performance of duties, there is a requirement for dexterity and coordination to embark and disembark vessels, and land vehicles while carrying equipment, and to inspect harbour infrastructure under unsafe conditions due to climate conditions, unsafe structures, and slippery conditions cause by the marine environment.

Manual dexterity and coordination skills are required for the daily operation of a computer keyboard in the preparation of correspondence, reports and inputting data. Dexterity is required to operate other office equipment such as photo copiers, fax machines and cellular telephones.

Physical dexterity, hand-eye coordination and concentration are required to drive land vehicles on a daily basis, often in inclement weather, poor road conditions, and during darkness.

A keen sense of smell is occasionally required to observe and address operational risks or compliance problems with respect to combustible or hazardous substances.

Effort**(11) Intellectual Effort**

Applying strategies, practices and approaches to govern the negotiation and consultative processes with fishing industry stakeholders and the public involved in the implementation of the Harbour Authority policy. The work is performed under departmental time line pressures to achieve imposed goals, and involves dependence on other government departments and agencies, client pressures for information, conflicting stakeholders interests and changing policy interpretations.

Analyses and evaluates the associated business and operational plans of the established Harbour Authorities to evaluate their effectiveness from a management, operational, business, and legal perspective and implementing corrective measures through consultation or direct intervention. This work is performed under time line pressures imposed by the department, individual biases against the department, and client reluctance to change or comply with directives.

Negotiates the resolution of differing interpretations as they arise in the administration of harbour authorities, including enforcement procedures, data collection, and collection of revenues from fees and services. The work is occasionally performed without the benefit of established practices and precedents and without the availability of human resources required to meet imposed goals and deadlines.

Intellectual effort must be applied in the management of a minor maintenance program to analyze requirements for program expenditures, prioritize project requests for funding, and for the preparation of project proposals, plans and specifications. The work is performed under time line pressures imposed by the department and clients, weather and climatic conditions, and the dependence on other government departments and agencies. There is a constant requirement to analyze an on-going number of project requests to seek or create solutions from a large number of options, and to make funding recommendations with limited program funding.

Develops strategies and options unique to each situation in order to conduct sensitive negotiations with client groups regarding the management and the identification and initiation of divestiture of real property. The work is performed under departmental time line pressures to achieve imposed goals, dependence on other government departments and agencies, client pressures for information and legal interpretations, conflicting stakeholders interests, and negative public opinion against overall government fiscal restraint and perceived downloading policies.

Analyzes requirements for harbours and facilities in communities, judges and assigns relative priorities and develops short and long-term construction, maintenance and operational programs. Recommendations and decisions consider competing interests for limited funding, feasibility of proposals from harbour users, communities, environmental, economic, social and political consequences, and conflicting needs or demands of user groups.

Make decisions on short term harbour maintenance program requirements. Decisions must consider safety issues and associated priorities, the impact on communities, harbour users, and the fishing industry.

(12) Sustained Attention

The work requires long periods of sustained attention when operating a motor vehicle in order to concentrate on the road while driving under stressful factors such as wildlife, night driving, and adverse weather conditions. There are frequent interruptions with calls from cellular telephones which increase the risk of accidents. This work takes up to twenty percent of the incumbent's time on an ongoing basis, due to the geographic size of the area of responsibility.

The requirement to sustain attention while attending public and internal business meetings as a leader and participant is required to comprehend and interpret information and to contribute effectively to a variety of complex initiatives and concerns. These activities consume twenty percent of the available time.

Long periods of sustained attention is required to review financial records where errors have occurred in order to locate and take corrective action. This activity consumes five percent of available time.

(13) Psychological/Emotional Effort

Psychological/emotional effort is needed to remain impartial and composed while providing information services to irate clients who are objecting to decisions. There is no control over the number of clients or how they will choose to express their anger.

Psychological/emotional effort is needed to remain impartial and composed while carrying out enforcement duties involving upset clients who are not in compliance with the law. There is no control over the number of clients or how they will choose to express their anger.

Psychological/emotional effort is required to put aside personal beliefs and maintain composure when articulating, defending and implementing views that may not be one's own. There is little or no control over the duration and frequency of incidents.

Psychological/emotional effort is needed to meet work requirements that entail frequent absences from home and family with very little control over the occurrence, duration, and frequency.

(14) Physical Effort

On a daily basis, the work involves long periods of sitting to read a variety of hard copy and electronic information, to operate a personal computer and to analyze problems and offer suggested solutions.

On a frequent basis, the work involves visiting harbour locations where construction activity is occurring, climbing on and off vessels, wharves and harbour facilities, walking over uneven and slippery surfaces to carry out facility inspections. This requires the provision of protective and safety equipment including safety boots, life jackets, gloves and hard hats.

There is a weekly requirement to attend meetings and stand for long periods of time in directing discussions or to sit for extended periods recording information.

There is a frequent requirement to visit remote harbour locations and communities to attend meetings. This involves prolonged periods of driving alone and sitting in one position, as well as requirement to travel on helicopters, small planes and vessels.

The work requires stamina and concentration to work extended and irregular hours to meet operational demands and accommodate client needs.

The work requires the occasional lifting and carrying of heavy loads such as construction materials and equipment such as motors, winches, and office equipment for a short distance.

Working Conditions

(15) Work Environment

The work is performed in both an office and external environment. The work involves continuous exposure to noise and frequent interruptions from staff, callers, and visitors, as well as exposure to glare from computer monitors during long periods of keyboarding. There is a continuous requirement to deal with imposed deadlines from the completion of reviews, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, and politically sensitive issues associated with program policies.

The work involves attending on site meetings at many varied locations with community groups, Harbour Authorities, and the general public several times a week, many of which are of a sensitive nature and pose a requirement to deal with angry, distressed, and confrontational people.

The work also involves continuous exposure to harbour and construction sites. The on site work involves continuous exposure to inclement weather, extremes of heat and cold, dust, fumes and noise. Occasionally there is a requirement to climb ladders, board vessels and walk over rough and slippery

terr in all weather conditions. There is a requirement to wear safety and protective clothing when visiting construction sites and inspecting harbour facilities.

There is a frequent requirement to work unpredictable and uncontrollable hours to deal with time lines imposed by third party meetings and/or locations.

The work requires extended periods of driving alone, and in all weather conditions, both day and night.

(16) Risk to Health

Repeated travel on a weekly basis involves driving a vehicle for extended periods of time while exposed to wildlife on highways, inclement weather and on sub-standard road conditions, often in remote locations. This activity may cause muscular pain in the back and shoulders, eye strain, and fatigue, and increased risk of highway accidents.

Daily exposure to continuous meetings and phone calls, imposed deadlines, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, politically sensitive issues, and uncontrollable hours cause high stress levels that can lead to severe psychological and physical problems.

Visiting remote harbour locations alone and carrying out inspections of harbour structures and structurally unsafe facilities poses a risk to personal safety.

The office work environment is characterized by occasional visits from angry, distressed and confrontational individuals or groups of people. The unpredictability of this type of working environment leads to stress and anxiety, as such disruptions affect imposed deadlines and client service and increases the possibility of verbal confrontations.

There is occasional exposure when confronting individuals or groups of people to carry out enforcement roles. This type of work leads to stress and anxiety, as often such individuals are agitated, threatening and confrontational, and pose the risk of physical harm.

The frequent use of finger and wrist muscles to enter data on a computer keyboard and produce correspondence, reports, environmental screening, and contribution documents, can cause muscular pain.

The external work environment is characterized regularly by exposure to angry, distressed, and confrontational individuals and groups at meetings, and during on-site visits to harbours. The unpredictability of this type of working environment leads to stress and anxiety as often such individuals or groups are agitated, threatening and confrontational, and pose the risk of physical harm.

RATIONALE — Program Officer

Position Number: 1046, 1047, 1048, 22172, 1056, 21019
Position Title: Program Officer
Branch/Division/Section: Small Craft Harbours
Region: Newfoundland
Location: Various
Supervisor: Area Chief
Supervisor's Position #: Various
Supervisor's Level: PM-05

Background:

The subject position (SP) was last reviewed in 1994, which resulted in reclassification of the position from PM-02 to PM-03.

Consultation with the Director, SCH, the three Area Chiefs and the six incumbents of the Program Officer positions (February 1, 2001) suggests that the job has changed significantly. While the core duties of the position remain substantially the same, responsibility has expanded in several areas coincident with the government-wide emphasis on issues such as Occupational Safety and Health, and, Environmental Protection. In terms of occupational safety and health, the SP is now responsible not only for ensuring that good safety practices, are followed (i.e. inspection) but that local stakeholders (i.e. Harbour Authorities, Harbour Masters, harbour users, etc.) adopt a proactive "safety culture". Influencing the existing attitudes requires persuasion, education and co-operation. The responsibility for safety, as well as maintenance, was previously delegated to PWGSC. In the area of environmental protection, Program Officers are now responsible for identifying, encouraging and fostering concepts such as recycling and "first response". Perhaps the area of greatest change in the Newfoundland Region, is related to the growing maturity of the Harbour Authorities concept. This concept was first introduced approximately 1991; however, it is only in recent years that it is realizing its' full potential. Harbour Authorities have grown in number to 143 and are expected to further increase to approximately 300.

The expanded Program Officer role dictates that incumbents serve as counsellor and advisor to Harbour Authorities in terms of strategizing appropriate harbour construction, maintenance and development, in consideration of competing interests for limited funding, feasibility of proposals from harbour users and communities, as well as environmental, economic, social and political consequences. The Program Officer then acts as liaison/advocate/negotiator/departmental representative for proposals, making verbal and written presentations to the Area Chief or to other government departments (i.e. ACOA, PWGSC, HRDC and Industry Canada) for funding and/or labour (Area Chiefs confirm that Program Officers have been delegated responsibility for direct negotiations with OGDs.).

In real terms, advice and counsel might take the form of:

- Recommendations/decisions to create a Harbour Authority in one community versus other contiguous communities, the effect of which is to draw marine/economic activity to the site as a result of the improved infrastructure, and, to create employment needed

to maintain that infrastructure. Such decisions are politically and economically sensitive in that communities compete for limited infrastructure;

- negotiating with other Branches of DFO to allow Harbour Authorities to adopt new/innovative initiatives such as contracting local fishers to place and remove aids to navigation, or, to acquire "spill booms" to allow members of the community to clean up small spills of hazardous waste - impact on employment, environment and limited departmental resources; or,
- recommending wharf extensions which allow larger/foreign vessels to use the harbour facilities, which in turn brings monies to the community, not only in terms of berthage fees, but also to local retailers (i.e. purchases of gas and supplies, repairs, hotels, etc.).

The foregoing examples are representations only, not an exhaustive list, of a wide variety of activities in which the Program Officer may be involved. The social and economic advantages to Newfoundland outport communities impacted by the loss of the Northern Cod fishery and the resulting out-migration of residents must be considered significant.

In the context of the PM Classification Standard, this expanded role increases the requirement for General Administration Knowledge, and results in a positive change to the Nature of Responsibility for the Contacts Factor.

Category Allocation: Administrative & Foreign Service

Category definition (occupational groups engaged in planning, execution, conduct and control of programmes serving the public interest and the requirements of internal management in the Public Service of Canada); and Inclusion # 2 in that the SP is responsible for providing program support and advice related to the maintenance, operation and management of harbours.

No exclusions apply.

Group Allocation: Programme Administration

Group definition (i.e. The planning, execution and control of programs directed toward the public) and Inclusion # 1.

No exclusions apply.

Knowledge	C2	224	
<ul style="list-style-type: none"> Program & Specialized Technical 			
<p>The work requires knowledge of a variety of acts and regulations including the Fishing and Recreational Harbours Act, Canada Business Corporations Act, Fisheries Act as well as the principles, practices and techniques relating to various rules and procedures i.e. budgeting, accounting systems, real property acquisition and disposal, leases, facility inspection and maintenance techniques and practices, construction methods, revenue generation and control, and assets management.</p> <p>> BM 28, District Licensing Administrator at degree B</p> <p>< BM 9, Advisory & Monitoring Officer at degree D, in that the BM requires knowledge of Excise Tax Act and regulations, Bankruptcy Act and various federal and provincial statutes to develop operational policies, directives and provide guidance to regions. A knowledge of revenue accounting and auditing techniques, systems, procedures and practices is required to develop/adapt systems and procedures in response to legislative changes.</p> <p>= BM 17, Benefit Programs Officer at degree C</p>			
<ul style="list-style-type: none"> General Administration 			
<p>The work requires knowledge of administrative procedures such as tendering, procurement, contracting for services, inventory control, computer operations and human resources practices to administer maintenance and service contracts and to provide advice and guidance to Harbour Authorities, Harbour Managers and Enforcement Officers.</p> <p>> BM 17, Benefit Programs Officer at degree 1, in that the BM only requires knowledge of financial authorities governing travel, printing and publications.</p> <p>< BM 2, Airport Manager, Victoria at degree 3, in that the BM requires knowledge of various administrative practices and procedures to manage the operation of a major airport, a staff of 34 through 3 subordinate supervisors and 21 contracted employees (who provide maintenance and security support).</p>			
Decision Making	B2	146	
<ul style="list-style-type: none"> Scope 			
<p>Decisions and recommendations are made with respect to maintenance, operations and management of harbours within established guidelines. Advice and guidance is provided to Harbour Authorities, area management and fishing industry stakeholders. Initiative and judgement are required to resolve disputes between Harbour Authorities and harbour clients over service and maintenance issues and to intervene in the operation of Harbour Authorities in cases of non-compliance with the terms and conditions of their agreement.</p> <p>> BM 28, District Licensing Administrator at degree A</p> <p>< BM 2, Airport Manager, Victoria at degree C</p> <p>= BM 17, Benefits Program Officer at degree B</p>			
<ul style="list-style-type: none"> Impact 			

<p>Decisions and recommendations impact on the effectiveness of harbour operations and the levels of service to harbour users in the area.</p> <p>< BM 8, Chief, Passenger Terminal Operations at degree 3</p> <p>= BM 17, Benefit Programs Officer at degree 2</p>			
Operational Responsibility	C	40	
<p>The work requires assessing the effectiveness of harbour operations, providing advice and guidance to Harbour Authorities, identifying areas of concern and providing training when necessary. It also involves recommending procedural and policy changes to the Area Chief or SCH Regional Managers when appropriate.</p> <p>> BM 28, District Licensing Administrator at degree B</p> <p>< BM 14, Regional Manager, Investigation and Control at degree D</p> <p>= BM 17, Benefit Programs Officer at degree C</p>			
Contacts	3	110	
<p>The SP consults with fishing industry stakeholders, officials of other government departments and with public clients to interpret and explain policies, to exchange information and to negotiate agreement and cooperation on sensitive political, economic and social issues.</p> <p>> BM 28, District Licensing Administrator at degree 2</p> <p>< BM 7, Tariff Classification Policy Specialist at degree 4, in that the BM has contact with business and trade associations to solicit their cooperation in order to develop Customs policy; with officers of the Department of Finance to negotiate new and amended tariff legislation and interpretations of considerable significance to Canadian industry; and, with Canadian and foreign manufacturers, importer and trade associations to determine the affects of new tariff items and ensure their feasibility prior to developing Regulations and guidelines for the implementation of changes to Customs legislation.</p> <p>= BM 2, Airport Manager at degree 3.</p>			
TOTAL	520	PM-04 (501 - 610)	

Rationale prepared by Fitzpatrick Consulting



WORK DESCRIPTION

13670

Chiasson Theodore

Business Manager

Department/Agency: Department of Fisheries and Oceans
Section:
Division: Corporate Services
Branch: Small Craft Harbours
Geographic location: Chéticamp (N.S.)
Security clearance: Enhanced reliability
Language requirements: Bilingual: CBB / CBB
Departmental use: Sample 145-Reg Mod/Dec 20157, Last Updated 2001-7-18 (Pos 13665-13674 20612 27261 27262)

Immediate supervisor: Area Chief, SCH & Assets (27839)

Version: Final
Classification: PM-04
Effective Date of Decision: Apr. 1, 2001
Model identifier:

Client-Service Results

Implementing program and policy initiatives to various fishing industry stakeholders and the general public with respect to the management of harbours.

Key Activities

- Implements national and regional policy, procedures, management and budgetary control for a system of commercial fishing and recreational harbours.
- Provides extensive training and business advice to incorporated harbour authorities and appointed

harbour managers.

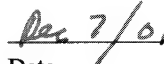
- Negotiates, drafts and recommends for approval commercial and harbour authority leases, subleases and lease amendments.
- Negotiates and approves individual harbour authority business plans, budgets and financial statements and provides specific advice regarding business proposals for projects.
- Manages and coordinates a construction program.
- Conducts, initiates and assists in the coordination of the divestiture and privatization of recreational and commercial fishing harbours not intended for harbour authority management.
- Controls management and enforcement activities associated with the operation of real property and facilities.
- Identifies, coordinates and recommends the acquisition of real property that is required for management and operation of commercial fishing harbours, as well as to make harbour property marketable for divestiture.

Employee's statement:

I have been given the opportunity to comment on this work description.



Employee's signature



Date

Supervisor's statement:

This work description accurately describes the activities and demands of the position.



Supervisor's signature



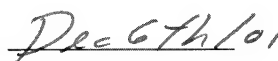
Date

Authorization:



Manager's signature





Date

Work Characteristics

Responsibility

(1) Information for the Use of Others

Provides information and advice to various fishing industry stakeholders, the general public and harbour managers with respect to the Small Craft Harbours' program and policies to assess the impact and to develop options for future harbour management. This often involves explaining complicated policies, procedures, and standards which involves transforming information into alternate forms in order that it can be fully understood by a varying audience.

Researches and analyses present harbour information and provides advice to the Area Chief to assess the impact and feasibility of various harbour management options. Makes specific recommendations that can affect the livelihood of individuals and coastal communities.

Provides MANAGERIAL AND OPERATIONAL advice and disseminates information to incorporated Harbour Authorities, and assists harbour authorities and federally appointed harbour managers in developing PROCEDURES AND ASSISTING HARBOUR AUTHORITIES in such matters as preparation of project proposals, business planning, revenue generation, financial and resource planning and management, tax provisions and reporting requirements, property management, legal and enforcement issues, environmental practices and compliance, liability insurance, legislative obligations, technical matters such as construction standards, specifications and methodologies, and administrative matters such as tendering, procurement, contracting for services, inventory control, computer operations and human resource practices to ensure successful operation and economic sustainability.

Gathers, synthesizes, and produces background and site specific information used by the Area Chief in preparing draft ministerial correspondence from a complex variety of information for the Ministerial Correspondence Unit in order to answer specific inquiries directed to the Minister's office. Elaborates on particular issues and conflicts that are politically sensitive and transforms information into concise terms, and in the appropriate tone sought by the Minister, to explain and defend government programs and policies to the Canadian public.

Researches socio-economic and environmental background information and produces environmental assessment reports for projects in accordance with the Canadian Environmental Assessment Act. The reports are made available for general public perusal and critique through the national habitat tracking referral system. Has delegated authority to make decisions to sign-off and approve environmental ratings for minor works projects and property leases and is accountable to the Minister and the general public for such decisions.

Provides general technical advice and assistance to individuals, appointed harbour managers and groups on minor construction and repair projects being considered for structures leased by the Department to incorporated harbour operators, but still under federal ownership. This can involve breaking down complicated construction and permitting processes into simpler step by step operations, as is necessary to ensure individuals and operating groups, have the knowledge and skills they require to successfully complete projects to established regulations, codes, and standards. Provides leadership to HA groups in preparing detailed project submissions which conform to established format and provides the HA with the best chance for funding approval.

(2) Well-Being of Individuals

There is no specific requirement for this.

(3) Leadership of Human Resources

HARBOUR AUTHORITY DEFINITION: A HARBOUR AUTHORITY IS AN INCORPORATED NON-PROFIT GROUP, SEPARATE FROM DFO, WHOSE PRIMARY FUNCTION IS TO MANAGE AND OPERATE SCH FACILITIES LEASED TO THE HARBOUR AUTHORITY FOR A DEFINED PERIOD, USUALLY 5 YEARS. OWNERSHIP OF THE PROPERTY AND FACILITIES REMAINS WITH THE FEDERAL CROWN.

PARTICIPATES AND ASSISTS IN THE COORDINATION OF branch participation in multi-disciplinary groups involving federal and provincial government agencies, working groups, project teams and various client groups to provide information on harbour authority programs and policies, and to develop overall management and business plans for harbour authorities.

PROVIDES ADVICE TO incorporated Harbour Authorities in human resource planning including the recruitment of volunteers, students and employees, and consultants required to support the Harbour Authority program. This includes developing work plans and priorities, proposing terms of reference, evaluating performance and creating alternate plans to accomplish objectives.

Leads Harbour Authorities in business planning, environmental management planning, project proposal formulation, financial management, harbour operations and other management practices to ensure their long-term viability and success.

Provides initial and ongoing training of harbour authority directors and members on such matters as corporate structure and bylaws, business, legal, real property and administrative matters associated with the operation of a Harbour Authority. THIS RESPONSIBILITY IS SHARED WITH REGIONAL STAFF.

Assists the Area Chief and participates in multi-disciplinary project teams consisting of intergovernmental personnel, private consultants and client groups for environmental assessment, design, implementation and management services for a variety of major construction projects, includes proposing and developing terms of reference, negotiating consultant fees, approving contracts, providing ongoing monitoring, and reviewing standards.

Leads and co-ordinates Harbour Authorities in the development of their Environmental Management Plans, approves plan and provides ongoing monitoring to ensure compliance with federal regulations and policies.

Leads, assigns and directs the work of Public Works and Government Services staff, private consultants, client groups and other contractors involved in construction and maintenance projects. This involves leading and providing direction on project deliverables, direction on timing and alternatives for project implementation, direction on acceptance of work, direction on changes to the scope of work to be undertaken and organization and chairing of discussions to resolve project issues. This activity is not shared for projects up to \$15K and is shared with the Area Chief for projects in

excess of \$15K.

Assists regional staff and the Area Chief in the initial training of new persons in the organization on such matters as corporate structure, administrative practices, business, operational and legal issues associated with the Small Craft Harbours program. This is a shared responsibility.

Provides management and operational guidance to incorporated recipient groups that propose to assume responsibility and eventual ownership of Federal harbours formerly under government jurisdiction. Plans and establishes self directed work teams consisting of interdepartmental representatives to assign divestiture projects. This is a shared responsibility.

(4) Money

BUDGETING:

As a responsibility centre manager, manages, plans and budgets for a construction program as well as an operations and maintenance budget. Provides financial advice and makes recommendations for prioritization of projects, including cost benefit and risk analyses. The incumbent has considerable latitude and flexibility to arrange and manage financial resources to most successfully impact on program deliverables within the area of responsibility.

Participates in area budget preparation and management including providing recommendations for the area Small Craft Harbours' budget, providing financial advice and making recommendations for prioritization of projects, including cost benefit and risk analyses. Plans and budgets for the allocated harbour operation and maintenance budget of the Small Craft Harbours' program. On an ongoing basis monitors status, reallocates funds within budget to compensate for changes, and conducts financial planning, forecasting and reporting. Has considerable latitude to allocate and reallocate funds from one project to another or between harbours.

Provides MANAGERIAL AND OPERATIONAL advice and recommendations to private incorporated harbour authorities, federally appointed harbour managers and recipient groups on preparing and managing operational budgets to ensure their successful operation AND long term sustainability.

MANAGING MONEY FLOW:

Determines and negotiates commercial lease and licence annual rents with private commercial operators based on Treasury rd guidelines and market value appraisals. Monitors and tracks commercial leases and licences issued and payments received, advises the responsibility centre on outstanding accounts and recommends the appropriate action including enforcement and writing off debts. Assists harbour authorities in soliciting financial contributions from other Federal, Provincial, Municipal and private sources for cost-shared projects with private incorporated harbour authorities and recipient groups. Provides ADVICE AND recommendations to private incorporated harbour authorities and recipient groups on devising a service fee schedule, determining commercial sub-lease and licence annual rents, and collection of accounts based on specific site and local market conditions and knowledge of other harbour operations, and to reduce the demand on the Small Craft Harbours program budget.

ENDING:

Is a responsibility centre manager with full signing authority to allocate funds among line objects and manages construction and an operations and maintenance budget. Identifies, tenders, awards and administers all maintenance and service contracts within allocated budget. Is accountable for expenditures associated with a broad range of activities relevant to harbour management and the operating and administrative resources required to manage the Harbour Authority Program including sole source authority in dealing with harbour authorities. Has freedom to reallocate funds within financial authority and in compliance with Treasury Board guidelines. Identifies, tenders, awards and administers contracts within allocated budget., verifies goods and or services are received and processes progress claims and final invoices. PARTICIPATES AND PROVIDES RECOMMENDATIONS on the real property acquisition budget for the portfolio of harbours. Commits funds and recommends paying funds in the form of grants and contributions and joint project agreements. Purchases goods and services using government credit cards and accounts for all expenditures. Provides advice and recommendations to private incorporated harbour authorities and recipient groups on tendering and contracting for goods and services, as well as processing claims and invoices and auditing requirements. THIS IS A SHARED RESPONSIBILITY.

(5) Physical Assets and Products

Operates and maintains real property, harbour infrastructure and related equipment used by the commercial fishing stakeholders and the public in harbours that are still managed directly by Small Craft Harbours. These assets are extremely valuable and very difficult to replace due to budget limitations and program inflexibility due to commitments to other projects. Safety of harbour users and clients using harbour facilities is of utmost concern to the branch.

Takes temporary custody of, and protects seized equipment, vehicles and vessels, gathered by branch during enforcement actions and investigations, to be used by the Crown during prosecution. This property becomes the responsibility of the branch, cannot be replaced, and is used in court as evidence.

Operates, maintains and cares for assets included in own work such as a personal computer, cellular telephone, office furniture, cameras, files, supplies, and software. These assets are not used by other staff and can be replaced, but at a considerable cost to Small Craft Harbours.

(6) Ensuring Compliance

As an enforcement officer pursuant to the Fishing and Recreational Harbours Act and Regulations, conducts routine inspections of harbour usage including that of fishers, commercial operators, lessors, and the general public to ensure compliance with regulations related to real property and environment issues, in order to ensure the safety of the harbour users general public and to protect the environment. Compliance and enforcement activities are performed by examining a wide range of various options and statutes available to determine the most appropriate course of action. Duties require examining complaints, taking evidence, issuing warnings and recommending whether to pursue prosecution, and providing sworn testimony. Responsibility is shared. conducts on-site audits and evaluations of

Harbour Authorities' business and real property management practices to ensure compliance with the Canada Business Corporations Act and the Small Craft Harbours' lease in order to protect the interests of general public and fishing industry stakeholders in terms of safety and providing nondiscriminatory public access. negotiates compliance schedules and implementation, among a wide number of options available, for violators using own government, precedents and established practices. Consults with supervisor regarding difficult situations.

Conducts on-site audits and response to public complaints pertaining to recipient groups to ensure compliance with the covenants associated with the transfer of real property under the devolution program in order to ensure nondiscriminatory access and that the transferred assets continue to be operated in accordance with the conditions of the transfer agreement. Negotiates compliance schedules and implementation among a wide number of options available for violators using judgment, precedents and established practices. Responsibility is shared.

Skills

(7) Job Content Knowledge

Knowledge of inter-personal communication and negotiation principles, accompanied with problem solving techniques and an ability to analyze complex issues and develop innovative and viable solutions, is required when investigating problems and advising privately incorporated harbour authorities on organizational alternatives, property management and facility development options, business, legal, financial and construction issues

Knowledge of principles, practices, and techniques of leadership to effectively provide and coordinate the efforts of diverse ups towards common goals.

Knowledge of enforcement including investigative techniques and legal processes associated with the application of the Fishing and Recreational Harbours Act and Regulations, maritime, contract, tort and common law is required to carry out enforcement duties, investigate claims against the Crown and to provide specific advice to Harbour Authorities, the general public and management on land control and enforcement issues.

Knowledge of the principles and practices associated with real property management as it relates to custodial Federal property, including legal, administrative, and management techniques, procedures, and responsibilities is required to effectively operate harbours and to provide specific advice to Harbour Authorities.

Knowledge of real property acquisition and disposal methods including legal and property terminology; methods and procedures and the ability to read and interpret survey plans, deeds and descriptions in order to address client and legal requirements for management of harbours and implementation of construction projects.

GENERAL Knowledge of environmental assessment responsibilities and techniques, development and of safety plans and environmental management plans, harbour standards, regulatory requirements, facility inspection techniques and construction methodologies, including the ability to read and interpret construction drawings and specifications in order to analyze complex situations and vide specific advice to Harbour Authorities, management, contractors, consultants and regulatory agencies. Knowledge of project management, planning, implementation, critical time line analysis, negotiation approaches, and report writing to manage a construction program is also essential to the successful operation of a system of harbour authorities.

Knowledge of principles, practices, authorities, and accountabilities of financial management including processes for budgeting, forecasting, cost benefit analyses, business planning, cost recovery, managing money flow, and conducting expenditures to provide advice to Harbour Authorities and to exercise financial control over allocated budget.

GENERAL Knowledge of financial audit procedures ,standards and reports to provide input into and assist in reviewing audit activities.

Requires knowledge of computer software, the internet and data entry programs, including Microsoft Word, Powerpoint, Excel, Explorer electronic mail, National Oracle databases including ABACUS, FRMS, HRTS and SIP in order to gather information, prepare correspondence, produce reports and input data.

(8) Contextual Knowledge

WORK UNIT

Extensive Knowledge of the mandate and priorities of Small Craft Harbours' related to the reduction of operating expenditures through partnerships or devolution exercises and new business arrangements with clients through the Harbour Authority initiative. Knowledge of respective roles of national and regional staff on all management and operational issues is important in developing effective working relationships, selecting the best course of action, and providing a unified approach to issues. Knowledge of investigative techniques to ensure enforcement and evidence gathering procedures are conducted correctly and legally. Knowledge of the media, their interests and unit protocols to ensure accurate information on the activities of the unit are presented accurately and professionally. Knowledge of collective agreements, travel directives, standards, procedures, guidelines and unit culture to provide leadership to staff. Knowledge of inventory control and accountability standards to ensure asset utilization is managed and used for its intended purpose.

DEPARTMENT

Knowledge of the culture, values, organization, mandate, policies, programs and objectives of the department, in support of the departmental vision and oceans strategy initiative in order to provide informed advice and recommendations to Harbour Authorities. Knowledge of departmental policies and contacts and points of reference is required in order to understand a best course of action and how it will impact on the Small Craft Harbours' mandate and program initiatives. Knowledge of the interaction between branches such as finance, communications, personnel, informatics, contracting,

habitat management, and their advisors and directors to ensure contact is made with the person(s) responsible for any particular component of an initiative to ensure information is received in a timely manner.

OTHER DEPARTMENTS

Department of Public Works and Government Services Canada (PWGSC) to understand their role in the disposal of federal government real property to ensure compliance with Treasury Board guidelines; Department of Environment (DOE) to understand the various environmental acts and regulations and to understand and support the role and responsibility of SCH in adhering to environmental legislation, particularly related to land management; Transport Canada, Harbours and Ports directorate, to understand the linkages between its mandate to manage and operate federal commercial ports and the SCH mandate to establish a cooperative working relationship particularly as relates to the operations of harbours with shared jurisdiction. Indian and Northern Affairs Canada (INAC) to understand its mandate and role relevant to associated land claims and real property issues in respect to aboriginal communities. This knowledge is particularly significant to the SCH program in respect to the management and disposal of federal real property at harbours that may be the subject of land claims or related treaties with aboriginal groups; Human Resources Development Canada programs to access financial and human resources to assist in furthering the aims of Harbour Authorities through the development of partnership arrangements. This knowledge is essential in providing the best advice, recommendations and direction to all harbour users in areas where each of these agencies are involved and decisions have to be made on a best course of action on many management issues.

CANADIAN PRIVATE AND OTHER PUBLIC SECTORS

Knowledge of the roles, responsibilities, and programs of Provincial Departments and Municipal units and officials to provide assistance and consultation on the Harbour Authority and divestiture initiatives. Knowledge of the political, cultural, and socio-economic status of the communities in the assigned portfolio to facilitate in the planning for the implementation of the Harbour Authority or divestiture initiatives, and for ongoing service delivery. Knowledge of local politicians, special interest groups and the identity of community leaders to seek and provide consultation on policy issues. Knowledge of the trends and developments in the fishing industry that will impact of the Small Craft Harbours' initiatives, and in order to forecast changes in the management options and levels of service required for commercial fishing harbours.

LEGISLATION / REGULATIONS

Knowledge of the content and underlying principles and intent of the following Acts and Regulations, as they apply to management and operation of real property and facilities, and to be able to minimize risks and to formulate a due diligence legal defense in the event of prosecution for violations of specific statutes and against civil suits:

Fishing & Recreational Harbours Act And Regulations and the Federal Property Traffic Act to manage, to ensure health and safety of harbour users, provide advice to lessees and Harbour managers and users, to implement construction and repair projects, and to acquire and divest property.

Canada Business Corporations Act (Part 2) to ensure compliance under the Act by the Harbour

Authorities to maintain their legal incorporation entity and ensure that the necessary reports and documentation is received from the Harbour Authorities.

Provincial and territorial acts, regulations, policies and procedures governing environmental protection and habitat management to ensure compliance of harbour transfer and management activities.

Financial Administration Act to ensure compliance of lease agreements, real estate transactions, construction and surveying projects, procurement, invoicing and expenditure procedures.

Federal Real Property Act and Regulations to conduct, monitor and evaluate land acquisition, leasing and disposal.

Federal and provincial legislation, property law, contract law and leasing procedures to ensure that transactions are appropriately managed in their respective jurisdictions.

Federal and provincial legislation and agreements governing transfer of lands, resources and programs to First Nations to ensure that SCH agreements are in compliance.

Federal laws governing environmental protection, enforcement and the safe and responsible operation of harbours (e.g., Navigable Waters Protection Act, Canada Shipping Act, Canadian Environmental Assessment Act, Environmental Protection Act, Harbours and Ports Act, Public Works Act) to manage operations, and to ensure that the Crown's interests are defended in construction and real estate transactions.

(9) Communication

COMMUNICATION OUT:

Presentation and public speaking skills are required when articulating policy information, reports, and recommendations to fishing industry stakeholders and public clients. This often requires interpreting policy in order to present arguments and dissuade individual biases as well as explaining and altering specialized legal and technical terminology so that it can be fully comprehended by various audiences.

Verbal and presentation skills are required to negotiate leasehold interests with incorporated groups and commercial operators. This requires skill in interpreting Treasury Board guidelines and explaining specialized legal terminology in order that information can be fully comprehended by the lessee. This requires skill to negotiate and persuade the lessee with respect to specific clauses in the lease, lease boundaries, and lease rates.

Writing skills are required to prepare correspondence to clients and to prepare various reports, draft background and site specific information necessary for ministerial correspondence and fact sheets. This requires skill in interpreting information and explaining complicated and sensitive issues.

Verbal skills are required to present the assigned functions in wide ranging consultations with client groups, regional officials, and other government departments to explain policies, priorities and activities, negotiate issues, obtain input and gain agreement and cooperation to handle sensitive situations. Depending on the client groups, the message must be altered and simplified in order to be

understood and effective.

COMMUNICATION IN:

Active Listening skills to interpret body language, tone of language and other non-verbal communications, recognizing the different meanings these have for persons of different cultural origins and on the basis of the circumstances in which the information was provided, to understand the intent and the complexities of the message being transmitted by people with whom the individual must interact within the Department., clients, fishing industry representatives, service providers, other governmental organizations, and non-governmental organizations in developing networks and partnerships to provide quality client services. Due to the complexity of the message and terminology, the emotional and confrontational circumstances and environment in which interactions evolve and the variety of audiences, an understanding of the implicit component of the message is as important to the meaning of the message as the explicit component. Observation skills to read between the lines when conducting public information sessions and to adjust delivery to the respective mood of the audience.

Reading and interpretive skills to gather and synthesize key information from legislation, departmental policies and directives, contracts, surveys, leases, complex and ambiguous common law, legal documentation and then presenting information in a format and terminology that can be easily understood and utilized by the staff, general public, Harbour Authorities, organizations, clients, and community representatives, to promote comprehension and awareness and to ensure that the requirements for the development, management and enforcement of the SCH program is understood.e. Reading skills to digest information and demands from groups or individuals and review proposed responses to ensure that they contain accurate information.

Listening and interpretation skills are required when receiving information and feedback from industry representatives, the Area Chief, colleagues and contractors in order to retain salient points, synthesize information on complex issues, and gauge underlying intentions.

(10) Motor and Sensory Skills

In the course of travel and enforcement duties, there is a requirement for dexterity and coordination to embark and disembark vessels, and land vehicles while carrying equipment, and to inspect harbour infrastructure.

Manual dexterity and coordination skills are required for the daily operation of a computer keyboard in the preparation of correspondence, reports and inputting data. Dexterity is required to operate other office equipment such as photo copiers, fax machines and cellular telephones.

Effort

(11) Intellectual Effort

UTILIZING strategies, practices and approaches to govern the negotiation and consultative processes with fishing industry stakeholders and the public involved in the implementation of the Harbour Authority policy. The work is performed under departmental time line pressures to achieve imposed goals, involves dependence on other government departments and agencies, client pressures for information, conflicting stakeholders interests and changing policy interpretations.

Analyzing the associated business and operational plans of the established Harbour Authorities to evaluate their effectiveness from a management, operational, business, and legal perspective and directing corrective measures through consultation or direct intervention. This work is performed under time line pressures imposed by the department, individual biases against the department, and client reluctance to change to comply with directives.

Negotiating the resolution of differing interpretations as they arise in the administration of harbour authorities, including enforcement procedures, data collection, and collection of revenues from fees and services. The work is performed without the benefit of established practices and precedents and without the availability of human resources required to meet imposed goals and deadlines.

Intellectual effort must be applied in the management of a construction program to analyze requirements for program expenditures, prioritize project requests for funding, and for the preparation of project proposals. The work is performed under time line pressures imposed by the department and clients, weather and climatic conditions, and the dependence on other government departments and agencies. There is a constant requirement to analyze an on-going number of project requests, seek or create solutions from a large number of options, and to make unbiased funding decisions with limited program funding.

Managing a minor construction program under tight work schedules, funding pressures and ever increasing service demands can be quite complicated when consideration must be given to construction standards, available working season for marine projects, developing environmental requirements, as well as concerns and priorities of other federal and provincial regulatory agencies. In addition, fishing seasons, quotas, vessel and gear types must be fully understood to meet client needs. The analysis of this information is complex and time consuming and the incumbent is required to develop construction options taking all these concerns into account. This is further complicated by a natural resistance to accept anything new or of a different standard than clients have been used to in the past.

UTILIZING strategies and options unique to each situation in order to conduct sensitive negotiations with client groups regarding the short and long term development, management and divestiture of real property. The work is performed under departmental time line pressures to achieve imposed goals, dependence on other government departments and agencies, client pressures for information and legal interpretations, conflicting stakeholders interests, and negative public opinion against overall government fiscal restraint and downloading policies.

(12) Sustained Attention

The work requires long periods of sustained attention when operating a motor vehicle in order to

concentrate on the road while driving. There are frequent interruptions with calls from cellular phones which increase the risk of accidents. This work takes up to twenty percent of the incumbent's time on an ongoing basis, due to the geographic size of the area of responsibility.

The requirement to maintain attention while attending public and internal business meetings as a leader and participant requires sustained attention to comprehend and interpret information and to contribute effectively to a variety of complex initiatives and concerns. These activities consume twenty five percent of the available time.

The requirement to read, comprehend and respond to a variety of correspondence demanding different levels of interpretation and levels of response, consume twenty five percent of the available time.

(13) Psychological/Emotional Effort

Psychological/emotional effort is needed to remain impartial and composed when dealing with conflicts and disagreements in discussions with Harbour Authorities, community representatives, user groups and contractors to obtain and exchange information regarding operational issues or enforcement and safety incidents. Due to the sensitivity of the commercial fishing industry, sometimes emotions can run high and there is little or no control over the number of clients, duration and frequency of incidents or how individuals choose to express their emotions. Enforcement activities can be very sensitive and may result in a very emotional or hostile reaction and interaction from those involved. Where clients believe that their livelihood is being threatened, there are strong emotional reactions and persons tend to act first and think of the consequences later. Every incident must be assessed independently and the incumbent has no way of predetermining public or individual reaction to enforcement interventions. Diplomacy is required often to deflect criticism directed at other programs and to avoid disclosing confidential information.

Psychological/emotional effort is required to deal factually and promptly with sensitive, highly political and controversial issues relating to the development, management and enforcement of the Small Craft Harbours program and to respond to questions presented by representatives of industry related organizations or their legal representatives who have concerns with decisions rendered and other issues, and to explain and defend political and departmental direction, policies and regulations. In many instances, the information that the incumbent is dealing with is very politically sensitive. The interaction with Harbour Authorities, fishing industry representatives, project committees, partners and stakeholders, task groups or individuals creates considerable psychological and emotional pressure due to strong and varied points of view and opposing positions. Individuals making requests in person or by telephone, or in reaction to information provided that is in opposition to their position, can become hostile, abusive, threatening, or very emotional; under these circumstances, it is necessary to keep a professional composure, be empathetic but not become emotional, and bring the issue and conversation to a fruitful resolution. Considerable judgement is required to assess and analyze situations and quickly respond with appropriate solutions to address issues, which causes psychological pressure.

(14) Physical Effort

On a daily basis, the work involves long periods of sitting to read a variety of hard copy and electronic information, to operate a personal computer and to analyze problems and offer suggested solutions.

On a frequent basis, the work involves visiting harbour locations where construction activity is occurring, climbing on and off vessels, wharves and harbour facilities to carry out facility inspections. This requires the provision of protective and safety equipment including safety boots, life jackets, gloves and hard hats.

There is a weekly requirement to attend meetings and stand for long periods of time in directing discussions or to sit for extended periods recording information.

There is a frequent requirement to visit remote harbour locations and communities to attend meetings. This involves prolonged periods of driving alone and sitting in one position, as well as a requirement to travel on helicopters, small planes and vessels.

The work requires stamina and concentration to work extended and irregular hours to meet operational demands and accommodate client needs.

Working Conditions

(15) Work Environment

Psychological Work Environment:

The work is performed in both an office and external environment. There is a continuous requirement to deal with imposed deadlines from the completion of reviews, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, and politically sensitive issues associated with programs and policies.

The work involves attending on site meetings at many varied locations with community groups, Harbour Authorities, and the general public several times a week, many of which are of a sensitive nature and pose a requirement to deal with angry, distressed, and confrontational people in enforcement situations.

Physical Work Environment:

The work involves continuous exposure to noise and frequent interruptions from staff, callers, and visitors, as well as exposure to glare from computer monitors during long periods of keyboarding. The work also involves continuous exposure to harbour and construction sites. The on site work involves continuous exposure to inclement weather, extremes of heat and cold, dust, fumes and noise. Occasionally there is a requirement to climb ladders, board vessels and walk over rough terrain in all weather conditions. There is a requirement to wear safety and protective clothing when visiting construction sites and inspecting harbour facilities.

There is a frequent requirement to work unpredictable and uncontrollable hours to deal with time lines imposed by third party meetings and/or locations. The work involves attending occasional meetings in sometimes remote harbour locations. Many incidents result from extreme weather conditions and must be inspected and resolved during the event.

The work requires extended periods of driving alone, and in all weather conditions, both day and night.

(16) Risk to Health

Repeated travel on a weekly basis involves driving a vehicle for extended periods of time, often to remote locations during inclement weather and on sub-standard road conditions, causes muscular pain in the back and shoulders, eye strain and fatigue and increases the risk of highway accidents.

Daily exposure to continuous meetings and phone calls, imposed deadlines, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, politically sensitive issues, and uncontrollable hours cause high stress levels that can lead to severe psychological and physical problems.

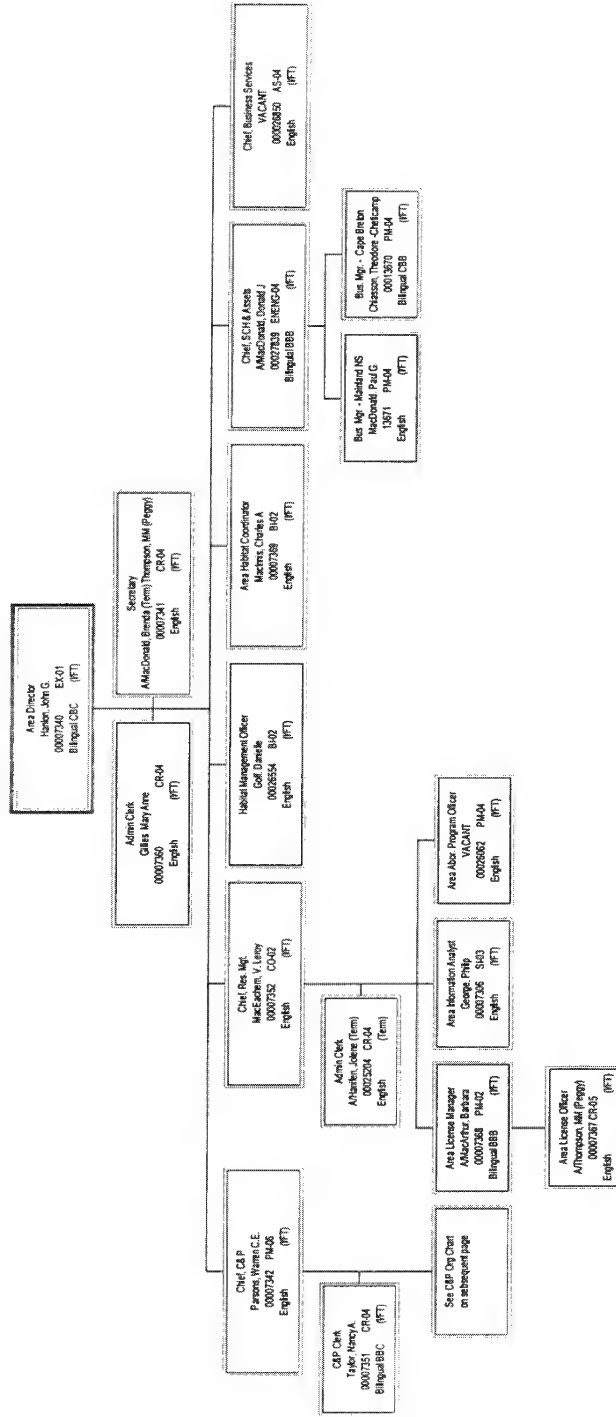
Visiting remote harbour locations alone and carrying out inspections of unsafe and derelict harbour infrastructure poses a risk to personal safety.

The office work environment is characterized by occasional visits from angry, distressed and confrontational individuals or groups of people that sometimes take over the office for extended periods of time. The unpredictability of this type of working environment leads to stress and anxiety, as such disruptions affect imposed deadlines and client service and increases the possibility of physical confrontations.

There is occasional exposure when confronting individuals or groups of people to carry out enforcement roles. This type of work leads to stress and anxiety, as often such individuals are agitated, threatening and confrontational, and poses the risk of physical harm.

The frequent use of finger and wrist muscles to enter data on a computer keyboard and produce correspondence, reports, environmental screening, contribution documents, can cause muscular pain.

As of April 1, 2001



A = Acting
I = Indeterminate
FT = Full-time

It is expected he will report within the Area Office structure.

Date _____

Antigonish DE

Boudreau, Mireille

From: Boudreau, Mireille
Sent: Monday, December 17, 2001 2:02 PM
To: Hartinger, Lisa

Importance: High
Sensitivity: Confidential

#1. Please pull the following 2 positions files, and set them aside with this email, as we will very soon be processing:

- changes in reporting relationships
- positions reclassifications PM-03 to PM-04:

<u>Vacant (ongoing competition):</u>	<u>Region:</u>	<u>New reporting Relationship to:</u>
27261	Maritimes	ENG-04 27831 Mike Britten (AD's Office org, Sydney, NS)
27262	Maritimes	ENG-04 27840 Vacant (AD's Office org, Yarmouth, NS)

The changes in reporting relationships and the position reclassifications are effective retroactive to the date that these Business Managers positions were created.

"AD" stands for "Area Director".

#2. Please pull the following 11 position files, and set them aside with this, as we will very soon be processing:

- changes in reporting relationships
- positions PM-03 to PM-04 reclassifications
- incumbent PM-03 to PM-04 reclassifications

<u>Incumbered posn:</u>	<u>Region:</u>	<u>Incumbent:</u>	<u>New reporting Relationship to:</u>
13665 13667	Gulf	A. Noel	ENG-04 27838 Vacant (AD's Office org, Tracadie, NB)
13665	Gulf	J. Kelly	Stays PM-05 7388 Morrissey (AD's Office)
org, Ch'town, PEI)			
13666	Gulf	D. Thibodeau	Stays PM-05 7388 Morrissey (AD's Office)
org, Ch'town, PEI)			
13668	Gulf	R. Duplessis	ENG-04 27838 Vacant (AD's Office org, Tracadie, NB)
13669	Gulf	J. Garnett	ENG-04 27832 Vacant (AD's Office org, St. Andrews, NB)
13670	Gulf	T. Chiasson	ENG-04 27839 Vacant (AD's Office org, Antigonish, NS)
13671	Gulf	P. MacDonald	ENG-04 27839 Vacant (AD's Office)
org, Antigonish, NS)			
13672	Maritimes	W. Hall	ENG-04 27840 Vacant (AD's Office org, Yarmouth, NS)
13673*	Maritimes	A. Sweeney	ENG-04 27840 Vacant (AD's Office org, Yarmouth, NS)
13674*	Maritimes	W. Newman	ENG-04 27831 Mike Britten (AD's Office org, Sydney, NS)
20612	Maritimes	W. Malloy	ENG-04 27840 Vacant (AD's Office org, Yarmouth, NS)

(*I have 13673 and 13674 with me already.)

#2 is effective April 1, 2004.

SPECIAL NOTE:

i) We do classification actions for positions in the Gulf. You will be co-ordinating with our counterparts in the Gulf (Moncton, NB) - Patricia Gaudet is the HR Advisor 506-851-6960 (I can't recall her assistant's name). If the position files for the Gulf positions are not in our file room, they are likely with Pat in Moncton. We can still do the work from here and just send Pat the paperwork to file. We should co-ordinate with Pat of course.

ii) When we do this work (#1), I would like all the paperwork to be on each & every of the relevant position files ok. I'm putting the paperwork together, and we can get together

when I've got it all in order.

Thanks.

Mrs. Mireille L. Boudreau, B.B.A.

HR Advisor - Conseillère en ressources humaines

Human Resources Branch - Direction des ressources humaines

Fisheries & Oceans Canada - Pêches et Océans Canada

P.O. Box 1035

C.P. 1035

176 Portland Street

176 rue Portland

Dartmouth, NS B2Y 4T3 Dartmouth, (N-É) B2Y 4T3

Phone: (902) 426-2761 Tél: (902) 426-2761

Fax: (902) 426-8910 Téléc: (902) 426-8910

Email/Courriel: BoudreauML@mar.dfo-mpo.gc.ca

From: Beaubien-MacLean, Marguerite
Sent: Friday, November 23, 2001 11:28 AM
To: Hanlon, John; vanHelvoort, Gus; Rose, Carol Ann (FHM); Surette, Tim; Boucher, Rheal; Gaudet, Sandra; MacDonald, Roddie A
Cc: Boudreau, Mireille; Langille, Michelle; Gaudet, Patricia; Theriault, Serge; Colbert, Anne; DeForest, Janice; Smith, Heather
Subject: SCH Business Manager

As per Serge's e-mail to you of last week, the following is to confirm that the SCH Business Manager position will be reclassified PM-04 (based on relativity with Nfld). We have the HR request, but no signed WD's nor org charts. The org charts submitted with the request show the positions reporting to the old PM-05 and were unsigned. These need to be updated.

As for effective date, my understanding is that April 1 2001, is the suggested date, which coincides with the creation of the ENG-04 positions. (Given the changing role of the Chiefs - ENG -04, Serge put a case forward that the Business Managers now have a greater role and responsibility in negotiating with Harbour Authorities.).

We need confirmation of the effective date, signed WD's and org charts before proceeding with the reclassification of the positions. As well, please advise if any language or security requirements are to be changed. Once documentation received, TB 330's will be issued, with changes in reporting relationships amended, where required. As for the reclassification of the incumbents, we need a SOQ; however, in consultation with Mireille, suggest you use the SOQ that had been developed for the staffing of the vacant Business Manager and provide a written statement that incumbent meets all of the requirements as identified on the SOQ.

For any additional information, **please contact Mireille for Maritimes and Patricia for Gulf**. Mireille will look after the reclassification of all positions (Maritimes and Gulf) and the reclassification of the Maritimes region incumbents, while Patricia will look after the reclassification of the Gulf region incumbents. Old Chief PM-05 positions will be deleted once they are permanently vacated (do not show these on your org charts, exception PEI maybe).

Thank you for your patience...

Marguerite Beaubien-MacLean
Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Beaubien-MacLean, Marguerite
Sent: Wednesday, September 12, 2001 1:34 PM
To: Hanlon, John
Cc: MacDonald, Donald; Leblanc, Marie; Gaudet, Patricia; Theriault, Serge; Girouard, Maurice; Reedie, Penny; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheal; Gaudet, Sandra; Surette, Tim
Subject: RE: Job Description: Chief, SCH/Assets

I have asked Nfld to send me a copy of the WD. More often than not in cases like these, the duties/responsibilities and the organizational structure are different enough to warrant different classification decisions. We will compare both WD's when we receive Nfld's and advise you of our findings. In the interim, we will not issue the TB 330's.

Marguerite Beaubien-MacLean
Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Hanlon, John
Sent: Wednesday, September 12, 2001 8:50 AM
To: Beaubien-MacLean, Marguerite
Cc: Donald MacDonald; Marie Leblanc; Patricia Ann Gaudet; Serge Theriault; Maurice Girouard; Penny Reedie; Carol Rose; Gus vanHelvoort; John Hanlon; Rheal Boucher; Sandra Gaudet; Tim Surette
Subject: RE: Job Description: Chief, SCH/Assets

Margurite:

Further my notes yesterday I am aware that the NFLD WD's for these positions have been classified at the PM-04 level. As you may be aware this has been a longstanding issue with Gulf / Maritime staff in these positions. I fully anticipate a classification grievance if the current results stand. Is there an opportunity to review this decision given the NFLD WD's??

If these positions are only a few points from the PM-04 level and the NFLD Positions are PM-04 level it would seem appropriate to take a second look.. When submitting this WD It is my belief that all AD's were anticipating and supporting a PM-04 outcome. I know I was.. Unfortunately in this business you can't ask for what you want you have to roll the dice.

I would certainly support taking a second look at this and ask my fellow AD's to advise you if they support this as well.

John Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893

-----Original Message-----

From: Beaubien-MacLean, Marguerite
Sent: Tuesday, September 11, 2001 9:43 AM
To: Hanlon, John
Cc: Girouard, Maurice; Theriault, Serge; Reedie, Penny; Boudreau, Mireille; Leblanc, Marie
Subject: RE: Job Description: Chief, SCH/Assets

The six Area Directors gave their unanimous support to have this most recent version of the WD classified in today's classification standards (copies of their e-mails were attached to the request from Serge). Despite the fact a previous version of this WD had been classified in April 2000 (grieved but then withdrawn), we agreed to classify it again as it was my understanding that this WD was a more accurate description of the work. The ratings show a strong PM-03 (unchanged).

There is no reason to delay issuing the TB 330, as you are discussing adding new duties, not suggesting that the WD is inaccurate. If you submit yet again for classification review, you will need to clearly identify the additional duties, and the effective date you intend to assign these. We will only look at those and establish whether they are significant enough to warrant another classification review. You will need to ask yourself whether adding new duties makes good business sense, or is intended strictly to achieve a higher classification level.

Marguerite Beaubien-MacLean
Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Hanlon, John
Sent: Tuesday, September 11, 2001 8:10 AM
To: Beaubien-MacLean, Marguerite
Cc: Donald MacDonald; Maurice Girouard; Serge Theriault; Burry, Claude
Subject: RE: Job Description: Chief, SCH/Assets

Hi Marguerite:

Thank you for this. I was surprised and disappointed at the level of the Business Manager's position. I was advised that this position would rate maybe a high PM 04 or even higher. Was the rating a strong PM-03?? Is there an opportunity to adjust here before the TB330's go out.

I believe we should consider adding Real Property responsibilities and in particular give formal OSH duties to these positions.

Maurice what do you think??

Jo Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893

-----Original Message-----

From: Beaubien-MacLean, Marguerite
Sent: Monday, September 10, 2001 6:27 PM
To: Gaudet, Sandra; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheal; Hanlon, John; Clarke, Alan J (Yarmouth)
Cc: Reedie, Penny; Girouard, Maurice; Leblanc, Marie; Langille, Michelle; Boudreau, Mireille; Surette, Tim
Subject: RE: Job Description: Chief, SCH/Assets

The Area Chief SCH/Assets position has been classified ENG-04. As such it will be established as a new position. The Business Manager positions reporting to it have remained at the PM-03 level. TB330's will be issued to confirm this as well as ensure these positions show under the respective Area Director. But given the backlog due to strike and vacation, it may be a while before we get to it. I thought you would want to know so that you can at least start working on your staffing strategy. Please discuss this with Michelle for the Chief position, and Mireille for the Bus. Manager.

We will be using the attached e-mail as the instructions for reporting relationships and org id's. Marie, if you wish we can issue TB330 for Antigonish and Shediac, but I understand structure for Charlottetown remains as is until further notice. Let me know.

<< File: FW Area Director Model.rtf >>

Marguerite Beaubien-MacLean
Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Beaubien-MacLean, Marguerite
Sent: Thursday, August 09, 2001 9:15 AM
To: Girouard, Maurice; Hanlon, John
Cc: Reedie, Penny; Leblanc, Marie; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheal; Gaudet, Sandra; 'Surette, Tim'
Subject: RE: Job Description: Chief, SCH

The classification level will help in determining if this is a new position or a reclassification. I have not yet seen the WD, but I understand the desire is for an ENG. If the classification ends up an ENG, we would be hard pressed to say that it is the same position with enhanced duties, ie reclassification. For the classification to go from PM to ENG, means a substantial change in the nature of the position, thus meaning a new position. If it stays PM, we need then to look at the changes to determine if substantial enough to call it a new position. If it stays PM but is made up of half the old PM and half the old ENG, it would be a new position, especially where there are current incumbents of both the PM and ENG groups.

If a reclassification, incumbent needs to meet the requirements of the SOQ, but no competition.

If a new position, position is staffed by competition or, if not considered a promotion, can be staffed by deployment, (unless of course we are in a reverse order of merit situation....).

As you can see, there could be many scenarios. First thing is to get the WD classified. Once I receive confirmation from each Area Director, indicating unanimous consent, preferably via a signed WD as per my discussions with Penny and Maurice, we will get a classification decision underway. After that, we can discuss staffing strategy.

Marguerite Beaubien-MacLean
Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Girouard, Maurice
Sent: Wednesday, August 08, 2001 2:27 PM
To: Hanlon, John
Cc: Reedie, Penny; Beaubien-MacLean, Marguerite; Leblanc, Marie; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheal; Gaudet, Sandra; Surette, Tim; Leblanc, Marie
Subject: RE: Job Description: Chief, SCH

Marguerite will enlighten us on this, thanks.

-----Original Message-----

From: Hanlon, John
Sent: August 8, 2001 2:17 PM
To: Girouard, Maurice
Cc: Reedie, Penny; Beaubien-MacLean, Marguerite; Leblanc, Marie; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheal; Gaudet, Sandra; Surette, Tim; Marie Leblanc
Subject: RE: Job Description: Chief, SCH

Maurice / Margurite:

Is it clear yet whether these will be reclassifications where the incumbents meet the SoQ's or are these considered new positions thus requiring competitions??

*John Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893*

-----Original Message-----

From: Girouard, Maurice
Sent: Wednesday, August 08, 2001 2:08 PM
To: Hanlon, John
Cc: Reedie, Penny; Beaubien-MacLean, Marguerite; Leblanc, Marie; Carol Rose; Gus vanHelvoort; Rheal Boucher; Sandra Gaudet; Tim Surette
Subject: RE: Job Description: Chief, SCH

Thanks John. Marguerite feels you could now proceed and do the staffing of that position for your group. Marguerite is now classifying the position but needs your signature on the staffing request which will confirm your agreement. Please proceed, thanks.

-----Original Message-----

From: Hanlon, John
Sent: August 7, 2001 11:42 AM
To: Maurice Girouard
Cc: Penny Reedie; Donald MacDonald
Subject: FW: Job Description: Chief, SCH

Hi Maurice:

This is to confirm that I have reviewed the new work description for the Area Chief SCH and RPAM and concur that it reflects the nature and duties of the position as I understand them to be based on our previous agreement.

*John Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893*

-----Original Message-----

From: Reedie, Penny
Sent: Tuesday, August 07, 2001 9:31 AM
To: Hanlon, John; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Murphy, Mike (BIO); Surette, Tim
Cc: Girouard, Maurice

Subject: RE: Job Description: Chief, SCH

Yes.

Please provide your comments on the WD directly to Maurice, with a copy to me. The WD should accurately reflect the nature and duties of the position.

I will arrange with Regional HQ to review the new WD, compare it to the existing one, and advise on any classification change.

I would also appreciate your earliest attention to this initiative .

Thanks everyone.

Penny

-----Original Message-----

From: Hanlon, John
Sent: August 7, 2001 9:02 AM
To: Reddie, Penny
Cc: Maurice Girouard
Subject: RE: Job Description: Chief, SCH

Hi Penny:

Got a note on Aug 01 from Maurice asking AD's to submit the WD to their respective regions for classification and staffing.

If we do this it may mean each region would be classifying the new wd independently. Is there a way to avoid this??

*John Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893*

-----Original Message-----

From: Reddie, Penny
Sent: Thursday, August 02, 2001 10:32 AM
To: vanHelvoort, Gus; Murphy, Mike (BIO); Rose, Carol Ann (St. Andrews); Surette, Tim; Hanlon, John
Subject: Job Description: Chief, SCH

Any comments on the draft description?

I'd like Maurice to send it to HR for classification as soon as Area Directors agree that the document reflects the actual work to be done and the skill sets required to do it.

Penny



Fisheries and Oceans
Canada

Pêches et Océans
Canada

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PROTECTED when completed
PROTÉGÉ une fois rempli

HUMAN RESOURCES SERVICE REQUEST

DEMANDE DE SERVICE EN RESSOURCES HUMAINES

1. BASIC INFORMATION / RENSEIGNEMENTS GÉNÉRAUX							
Directorate/Branch/Division - Direction générale/Direction/Division Corporate Services, Small Craft Harbours				Designator or Station N° - Sigle ou numéro de poste de courrier			
Financial Code - Codage Financier 2K800				Position Location - Lieu du poste Cheticamp, Nova Scotia			
Position N° - N° du poste 13670		Group/Level - Groupe/Niveau PM 04		Position Title - Titre du poste Business Manager			
Position N° of supervisor N° du poste du surveillant 27839		Name and title of supervisor - Nom et titre du surveillant Chief, SCH & Assets				Telephone N° - N° de téléphone (902) 863-5670	
2. CLASSIFICATION (Action Requested / Action Demandée)							
<input type="checkbox"/> New Indeterminate Position Nouveau poste indéterminé		Effective Date Entrée en vigueur Y-A M D-J		From - De Y-A M D-J		To - A Y-A M D-J	
<input checked="" type="checkbox"/> Reclassification		Effective Date Entrée en vigueur 2001/04/01		From - De Y-A M D-J		To - A Y-A M D-J	
<input type="checkbox"/> Review and update Révision et mise à jour		Position excluded from collective bargaining Poste exclu des négociations collectives		No <input type="checkbox"/> Yes <input type="checkbox"/>		Is position vacant? Ce poste est-il vacant? No <input type="checkbox"/> Yes <input type="checkbox"/>	
3. LANGUAGE REQUIREMENTS OF POSITION - EXIGENCES LINGUISTIQUES DU POSTE							
<input type="checkbox"/> English essential Anglais essentiel		<input type="checkbox"/> French essential Français essentiel		<input type="checkbox"/> English or French essential Anglais ou français essentiel		<input type="checkbox"/> Bilingual Imperative Bilingue impératif	
<input checked="" type="checkbox"/> Bilingual Non-imperative Bilingue non-impératif		<input type="checkbox"/> Significant Operational Impact Portée opérationnelle importante		<input type="checkbox"/> Indispensable Position Poste indispensable		<input type="checkbox"/> Term Appointment Nomination - Période déterminée	
Communication requirements Exigences de communication		Not required 0 Non requis		Linguistic profile Profil linguistique		Estimated Lang. Use Prév. de l'util. des lang. off.	
Serv. to public Serv. au public		Pers. serv. Serv. au pers.		Centr. serv. Serv. central		Eng. - Angl. Fr. - Fr.	
Sup. func. Fonc. surv.		Griev. Griefs		Other Autres		%	
English and French 1		Anglais et français		English only 2		Anglais seulement	
French only 3		Français seulement		English or French 4		Anglais ou français	
C		B		B		C	
B		B		B		B	
%		%		%		%	
4. SECURITY REQUIREMENT OF POSITION - EXIGENCE D'AUTORISATION DE SÉCURITÉ DU POSTE							
<input type="checkbox"/> Basic Reliability Vérification de base de la fiabilité		<input checked="" type="checkbox"/> Enhanced Reliability Vérif. approfondie de la fiabilité		<input type="checkbox"/> Confidential Confidentiel		<input type="checkbox"/> Secret Secret	
<input type="checkbox"/> Top Secret Très secret							
5. STAFFING - DOTATION							
ACTION REQUESTED - ACTION DEMANDÉE							
<input type="checkbox"/> Competition Concours		<input checked="" type="checkbox"/> Reclassification		<input type="checkbox"/> New Term Nouvelle période déterminée		From - De Y-A M D-J	
<input type="checkbox"/> New acting appointment Nouvelle nomination intérimaire		<input type="checkbox"/> Deployment Mutation (Déploiement)		<input type="checkbox"/> Extension of Term Prolongation de la période déterminée		To - A Y-A M D-J	
<input type="checkbox"/> Extension of acting appointment Prolongation d'une nomination intérimaire		<input type="checkbox"/> Transfer Mutation (Nomination)		<input type="checkbox"/> Appointment from eligibility list Nomination à partir de la liste d'admissibilité		<input type="checkbox"/> Other (specify) Autre (spécifiez)	
Present Acting Nomination intérimaire		Effective - Entrée		Expiry - Expiration		Reason - Raison	
<input checked="" type="checkbox"/> Full Time Temps Plein		<input type="checkbox"/> Part Time Temps partiel		<input type="checkbox"/> Seasonal Saisonnier		Weekly Hours of Work Nombre d'heures de travail hebdomadaires 37.5	
<input type="checkbox"/> General physical examination Examen physique général		<input checked="" type="checkbox"/> Travel Voyage		<input checked="" type="checkbox"/> Overtime Heures supplémentaires			
EMPLOYEE INFORMATION (if applicable) - RENSEIGNEMENTS SUR L'EMPLOYÉ(E) (au besoin)							
Surname - Nom de famille Chiasson		First Name - Prénom Theodore		Dept. - Min. DFO		Substantive Position No. N° du poste d'attache 13670	
Designator or Station N° Sigle ou numéro de poste de courrier		Region Région Maritimes		Name / Nom		Compensation Specialist / Spécialiste en rémunérations et avantages spéciaux	
Status - Statut <input checked="" type="checkbox"/> Indeterminate Indéterminée		<input type="checkbox"/> Term Déterminée		<input type="checkbox"/> Full Time Temps Plein		<input type="checkbox"/> Part Time Temps Partiel	
<input type="checkbox"/> Seasonal Saisonnier		<input type="checkbox"/> Priority Priorité		<input type="checkbox"/> Casual Emploi temporaire		<input type="checkbox"/> Student Programs Programmes étudiants	
6. REMARKS - REMARQUES							
7. DOCUMENTS ATTACHED - DOCUMENTS CI-JOINTS							
8. RESPONSIBILITY CENTRE MANAGER'S AUTHORIZATION - AUTORISATION DU GESTIONNAIRE DU CENTRE DE RESPONSABILITÉ							
Office authorized, send original to Security / Faire parvenir ce document aux finances une fois autorisé ainsi qu'une copie à la sécurité.							
Name - Nom Donald Mac Donald		Title - Titre Chief, SCH & Assets		Signature <i>Donald Mac Donald</i>		Date 06/12/01	
SECURITY - SÉCURITÉ (Security use only - Réservé à la sécurité)							
Approved Level niveau approuvé		Confirmation of level Confirmation du niveau		Employee - Employé(e)		Signature	
Level - Niveau		Date		Signature		Date	

Report ID: GC7PM015

AS OF DATE / EN DATE DU : 2001-04-01

Position / Poste : 00060958 Business Manager

Work Description / Description de travail : 0000037199 Business Manager

----- P o s i t i o n I n f o r m a t i o n / D o n n é e s s u r l e p o s t e -----

Effective Date / Date effet : 2001-04-01
Action Reason / Motif action : UPD Update a Position / Mise à jour données poste
Abolish by/End of Term / Proch. rév./abolition :
Business Unit / Entité : CNDFO Fisheries & Oceans BU / Pêches & océans entité
Job Code / Code emploi : 516929 Business Manager
Reg/Temp / Permanent/temp. : R Regular / Permanent
Full/Part Time / Temps plein/partiel : F Full-Time / Temps plein
Manager Level / Niveau direction : 8 All Other Positions / Autres postes
NOC / CNP : 1221 Administrative Officers / Agents administratifs
Location / Emplacement : 121402 Antigonish
Geographic Location / Lieu géographique : 1214002 ANTIGONISH
Department / Service : 70100 Area Director, Antigonish,NS / Dir. sect - Antigonish, N-É
Reports To / N° poste responsable : 00069180 Area Chief SCH & Assets
Security / Sécurité : 2 Reliability / Fiabilité
Applied By ID / Appliquée par (Id) : 067146 Yvonne Dominey
Applied By Date/ Appliquée par (Date) : 2002-02-26
Remarks / Commentaires :
Previous Position No./No. poste antérieur : 00013670

----- D e c i s i o n I n f o r m a t i o n / D o n n é e s s u r l a d é c i s i o n -----

Decision # / N° décision : 0000054688 Effective Date / Date effet : 2001-04-01
Decision Reason / Motif décision : UPD
Class Code / Code classification : PM 04
Function / Fonction : /
Eval Process / Processus évaluation : 01 W/O Comm. / SansComité
Posn Class Auth / Autor. classif. poste : 2 Departmental / Ministère
Class Accred # / N° accréd. classif. : 97007 Lisa Peck
Class Auth Dt / Date autor. classif. : 2002-02-26
Next Review Dt / Date proch. rév. : 2007-02-26
Remarks / Commentaires :
Management-Directed Classification Decision/
Décision Dirigée par la gestion : N

----- F a c t o r C o d e C o o r d i n a t e P o i n t s / C o d e f a c t e u r C o o r d o n n é e s P o i n t s -----

Factor			Coordinate	Coordinate
Code	D e s c r i p t i o n	/	D e s c r i p t i o n	P o i n t s
Facteur			Coordonnées	Coordonnées
01	Knowledge	/	Connaissances	C2 224
02	Decision Making	/	Prise de décisions	B2 146
03	Operational Responsibility	/	Responsabilité opérationnelle	C 40
04	Contacts	/	Contacts	3 110

Total Coordinate Points / Total des points des coordonnées 520

Supervisory Factor / Facteur surveil.: X

----- S t a f f R e l a t i o n s / R e l a t i o n s d e t r a v a i l -----

Essential Services / Service essentiels : 3 Conditional position / Poste conditionnel

Proposed / Proposé : N Effective Date / Date effet : 2000-06-21

Exclusion / Exclusion : 10 Not excluded/Not essential / Non-exclu, non-essentiel

Proposed / Proposé : N Effective Date / Date effet : 1998-09-13

----- O f f i c i a l L a n g u a g e s / L a n g u e s o f f i c i e l l e s -----

Effective Date / Date effet : 1996-04-01
Lang. Req. Posn / Exigences ling. poste : 1 Bilingual / Bilingue
Imp. St. Ind. / Ind. dot. impér. : /
Office Code / Code bureau : 95720 Antigonish NS A. Off CP/RM/SCH

	English / Anglais	French / Français	
Reading / Lecture	C	C	
Writing / Écrit	C	C	
Oral / Oral	C	C	
Com. Serv. Public / Services au public	1	English and French	/ Anglais et français
Com. Pers. Serv. / Services personnels	0	Not required	/ Non requis
Com. Cent. Serv. / Services centraux	1	English and French	/ Anglais et français
Com. Supervisory / Superviseurs	0	Not required	/ Non requis
Com. Grievance / Grievs	0	Not required	/ Non requis
Com. Other / Autres	1	English and French	/ Anglais et français

----- D e l e g a t i o n / D é l é g a t i o n -----

Effective Date / Date effet :
HR Delegation Level / Niveau délégation des RH : /
Effective Date / Date effet :
FIN Delegation Level / Niveau délégation fin : /

Report ID: GC7PM015

AS OF DATE / EN DATE DU : 1998-09-13

Position / Poste : 00060958 Business Manager
Work Description / Description de travail : 0000037199 Business Manager

----- P o s i t i o n I n f o r m a t i o n / D o n n é e s s u r l e p o s t e -----
Effective Date / Date effet : 1998-09-13
Action Reason / Motif action : UPD Update a Position / Mise à jour données poste
Abolish by/End of Term / Proch. rév./abolition :
Business Unit / Entité : CNDFO Fisheries & Oceans BU / Pêches & océans entité
Job Code / Code emploi : 516929 Business Manager
Reg/Temp / Permanent/temp. : R Regular / Permanent
Full/Part Time / Temps plein/partiel : F Full-Time / Temps plein
Manager Level / Niveau direction : 8 All Other Positions / Autres postes
NOC / CNP : 1221 Administrative Officers / Agents administratifs
Location / Emplacement : 121506 Subdivision 15B (Inverness-Por
Geographic Location / Lieu géographique : 1215006 INVERNESS, SUBD. B
Department / Service : 62900 Chief, SCH, NENS
Reports To / N° poste responsable : 00050793 District Manager
Security / Sécurité : 2 Reliability / Fiabilité
Applied By ID / Appliquée par (Id) : 067146 Yvonne Dominey
Applied By Date/ Appliquée par (Date) : 1996-10-10
Remarks / Commentaires :
Previous Position No./No. poste antérieur : 00013670

----- D e c i s i o n I n f o r m a t i o n / D o n n é e s s u r l a d é c i s i o n -----
Decision # / N° décision : 0000054688 Effective Date / Date effet : 1997-04-01
Decision Reason / Motif décision : L
Class Code / Code classification : PM 03
Function / Fonction : /
Eval Process / Processus évaluation : 01 W/O Comm. / SansComité
Posn Class Auth / Autor. classif. poste : 2 Departmental / Ministère
Class Accred # / N° accréd. classif. : 98018 Darlene Nelson
Class Auth Dt / Date autor. classif. : 2000-04-04
Next Review Dt / Date proch. rév. : 2005-04-04
Remarks / Commentaires :
Management-Directed Classification Decision/
Décision Dirigée par la gestion : N

----- F a c t o r C o d e C o o r d i n a t e P o i n t s / C o d e f a c t e u r C o o r d o n n é e s P o i n t s -----
Factor Coordinate Points / Code facteur Coordonnées Points
Code Description / Description Coordinate Points
Facteur Coordonnées Coordonnées
01 Knowledge / Connaissances C2 224
02 Decision Making / Prise de décisions B2 146
03 Operational Responsibility / Responsabilité opérationnelle C 40
04 Contacts / Contacts 2 70
Total Coordinate Points / Total des points des coordonnées 480
Supervisory Factor / Facteur surveil.: X

----- S t a f f R e l a t i o n s / R e l a t i o n s d e t r a v a i l -----
Essential Services / Service essentiels : 0 Position not essential / Poste non essentiel
Proposed / Proposé : N Effective Date / Date effet : 1998-09-13

Exclusion / Exclusion : 10 Not excluded/Not essential / Non-exclu, non-essentiel
Proposed / Proposé : N Effective Date / Date effet : 1998-09-13

----- O f f i c i a l L a n g u a g e s / L a n g u e s o f f i c i e l l e s -----
Effective Date / Date effet : 1996-04-01
Lang. Req. Posn / Exigences ling. poste : 1 Bilingual / Bilingue
Imp. St. Ind. / Ind. dot. impér. : /
Office Code / Code bureau : 95720 Antigonish NS A. Off CP/RM/SCH

	English / Anglais	French / Français	
Reading / Lecture	C	C	
Writing / Écrit	C	C	
Oral / Oral	C	C	
Com. Serv. Public / Services au public	1	English and French	/ Anglais et français
Com. Pers. Serv. / Services personnels	0	Not required	/ Non requis
Com. Cent. Serv. / Services centraux	1	English and French	/ Anglais et français
Com. Supervisory / Superviseurs	0	Not required	/ Non requis
Com. Grievance / Grievs	0	Not required	/ Non requis
Com. Other / Autres	1	English and French	/ Anglais et français

----- D e l e g a t i o n / D é l é g a t i o n -----
Effective Date / Date effet :
HR Delegation Level / Niveau délégation des RH : /
Effective Date / Date effet :
FIN Delegation Level / Niveau délégation fin : /



CLASSIFICATION ACTION AND POSITION RECORD
FICHE DE MESURE DE CLASSIFICATION ET DE POSTE

1. Department Ministère DFO	2. Position Number Numéro du poste 00013671	3. Action Type Type de mesure POS	4. Reason Motif X	5. Effective Date Date entrée en vigueur 01-04-01	6. Position Title Titre du poste BUSINESS MANAGER	7. Position Classification Authority Autorité de la classification du poste 3
8. RATING / EVALUATION						
Factors/Elements Facteurs/Éléments		Coord. / Degree Coord. / Degré		Points		
A. KNOWLEDGE		C2		224		
B. DECISION MAKING		B2		146		
C. OPERATIONAL RESPONSIBILITY		C		40		
D. CONTACTS		3		110		
E.						
F.						
G.						
H.						
I.						
J.						
K.						
L.						
M.						
N.						
O.						
P.						
Total Points / Total des points: 520						
27. AUTHORIZATION / AUTORISATION						
A. Name Nom		PECK, LISA				
B. Title Titre		HUMAN RESOURCES ADVISOR				
C. Signature						
28. Accountability Code / Accreditation Number Code d'imputabilité / Numéro d'accréditation		97007				
29. Date		26-02-02				
30. Remarks / Remarques <i>Reluctant to move from in relative with npld.</i>						
31. EMPLOYEE NOTIFICATION / AVIS À L'EMPLOYÉ(E) I certify that the incumbent(s) of this position has (have) been notified of this classification decision. Je certifie que le(s) titulaire(s) de ce poste a (ont) été avisé(s) de cette décision de classification. A. Name Nom						
32. EXCLUSION Reasons for Exclusion Motifs d'exclusions 10						
33. Designation Designation 34. Date Date 13-09-98						



To
A

Donald MacDonald
A/Area Chief, SCH

From
De

Human Resources Operations
Human Resources Branch

Security Classification - Classification de sécurité
Unclassified/Non classifié
Our File - Notre référence
Your File - Votre référence
Date
March 4, 2002

Subject
Objet

NOTIFICATION OF CLASSIFICATION DECISION

Please find attached for your information and records a copy of the Classification Action Form(s) (TB330-167) which indicate(s) that the following classification action(s) has/have been finalized:

- ☐ A new position has been created.
- ☒ Positions have been reclassified. If you have not already done so, you may now take the necessary action to fill the positions or appoint the incumbents – please contact Human Resources Operations for assistance and information.
- ☐ A position has been updated or cyclical reviews have taken place.
- ☐ A position incumbency change has taken place. Compensation has been notified. Please ensure the employee (if position incumbered) has been advised.
- ☐ A position has been geographically transferred.
- ☐ An amendment has been made to the last TB330.
- ☐ A position has been deleted.
- ☐ Staffing request package has been forwarded to _____ on _____.

☒ Please advise the employee of the results. Employees are entitled to submit a classification grievance within twenty-five (25) working days of the receipt of this notification should they disagree with the group and level to which this position was classified.


Chief, Human Resources Operation

Att:

Canada

CONDENSED POSITION EVALUATION REPORT
GENERAL USERAPPORT D'ÉVALUATION D'UN POSTE
CONDENSÉ
USAGE GÉNÉRAL

13 positions / 11 incumbents

1. IDENTIFYING INFORMATION - RENSEIGNEMENT D'IDENTIFICATION					
		PRIOR TO DECISION - AVANT LA DÉCISION		AFTER DECISION - APRÈS LA DÉCISION	
(A) POSITION NO. - N° DU POSTE		13665, 13666, 13668, 13670, 13671		Same	
(B) POSITION TITLE - TITRE DU POSTE		13672, 13673, 13674, 20612, 27261, 27263, 13667		Same	
(C) BRANCH - GEOGRAPHIC LOCATION DIVISION - LIEU GÉOGRAPHIQUE		SCH		Various AD Offices Sydney, Antigonish, Chatham Yarmouth, St. Andrews, Trar. - Shela	
2. REASON FOR ACTION - MOTIF DE LA MESURE					
Reclassification → Relativity with DFO - NFLD Region					
3. EVALUATION - L'ÉVALUATION					
(a) EFFECTIVE DATE AND/OR DATE OF DECISION DATE D'ENTRÉE EN VIGUEUR ET/OU DATE DE RÉVISION				(b) CATEGORY CATÉGORIE	
April 1/2001 Y/A M D/J Except 27261 & 27263 is				PM	
(c) GROUP OR SUB-GROUP GROUPE OU SOUS GROUPE					
(d) EXISTING POINTS POINTS EXISTANTS	(e) FACTORS / SUR FACTORS FACTEURS / SOUS FACTEURS	(f) DEGREE	(g) POINTS	(h) RATIONALE - JUSTIFICATION (Including bench mark comparisons - Incluant la comparaison avec les postes-repères)	
224	Knowledge	C2	224	Relativity w/ DFO - NFLD Region (Contacts 110 pts.) Attached	
146	Dec Making	B2	146		
40	Oper. Resp.	C	40		
70	Contacts	3	110		
TOTAL		EXISTING GROUP AND LEVEL GROUPE ET NIVEAU EXISTANT → Pm-03 PROPOSED GROUP AND LEVEL GROUPE ET NIVEAU PROPOSÉ → Pm-04	(i) TOTAL 520	(j) GROUP AND LEVEL GROUPE ET NIVEAU Pm-04	(k) POINT CUT OFFS FOURCHETTE DES POINTS 501-610
(l) Other Remarks - Autres Remarques					
Michelle Boudreau, HR Advisor Feb 14/2002					
4. COMMITTEE - COMITÉ					
SPONSORED BY - PARRAINÉ PAR:					
NAME - NOM (PLEASE PRINT - EN LETTRES MOULÉES S.V.P.)		SYMBOL - SYMBOLE		SIGNATURE	DATE
(a)					
(b)					
(c)					
(d)					

10-0490 (05/96)

Addition to Classification Rationale Business Manager

CONTACTS

This position was recently rated as Degree 2, 70 points for Contacts.

In reviewing departmental relativities and additional information from the Manager it is determined that contacts should be increased to Degree 3, 110 points.

SP is required to consult and reach agreement with small craft harbour authorities, representatives and officials from various other departments and agencies related to federal government infrastructure. Consultation and advice is provided on an on-going basis to Members of Parliament, Provincial and Municipal elected representatives. Contacts are made with the media to deal with issues related to small craft harbours, lighthouses, wharfs and other departmental sites. SP is responsible for enforcement under the Fishing and Recreational Harbours Act and requires on-going consultation with officials and law enforcement agencies.

=BM 24, Late and Non-Filer Programs Officer, both positions are required to reach agreement with senior officials of OGD and Agencies and representatives of industries or companies. Both consult and reach agreement to support enforcement activities.

>BM 25, Collection Contact Officer at degree 2, initiates and maintains contacts with taxpayers, individuals, owners and officials of business and/or their representatives to negotiate payment schedules. This is less than what is required for SP, as it is required to influence and discuss and explain where SP is required to consult, confer and reach agreement with officials on matters that are complex or significant. SP is required to negotiate and consult on items such as wharves, lighthouses and other real property harbour infrastructures and related equipment.

Summary:

Knowledge	C2	224	
Decision Making	B2	146	
Operational Resp.	C	40	
Contacts	3	110	
Total		520	PM-04(501-610)

Reallivity:

This position was compared with the Program Officer, PM-04 that works in Small Craft Harbours, in Newfoundland. Both positions advise and consult with Harbour Authorities and deal with fishing industry stakeholders, officials of other government department and with public clients to interpret and explain policies. The Program Officer is rated as:

Knowledge	C2	224	
Decision Making	B2	146	
Operational Resp.	C	40	
Contacts	3	110	
Total		520	PM-04(501-610)


Janice DeForest


Date

CONTACTS:

The Business Manager position requires consultation with various industry stakeholders to reach agreement on future management options including formation of the harbour authorities or the divestiture of harbours and other real property. Harbour authorities and harbour divestiture are the two major program initiatives within SCH since program review. Industry stakeholders include fishers, buyers, processors, other businesses, First Nations, recreational users, community groups, development associations, and the general public. The Business Manager is the primary point of contact with the stakeholders and must obtain commitment from the various stakeholder groups in order to advance the SCH program agendas. Persuasion is required to negotiate and to obtain consensus among various diverse interests, while moving the program forward and maintaining a service-orientated and client-focused image. There is also a significant requirement to provide advice and information to various user groups of harbour services, and to explain and defend government programs and policies to the Canadian public.

The Business Manager position is required to consult with and provide advice and background information to officials from various other departments and agencies such as Indian and Northern Affairs Canada, Public Works and Government Services Canada, Environment Canada, Industry Canada, Human Resources Development Canada, etc. regarding the SCH program and the specific implementation of new harbour management programs. Advice is also provided on an on-going basis to Members of Parliament, Provincial and Municipal elected representatives, the Area Director, regional and national staff, and the minister's staff regarding an abundance of politically sensitive operational issues (such as First Nation integration into the commercial fishery in the wake of the Marshall Decision). Discussions are held with MP's, MLA's, elected Municipal officials, First Nations, and other groups on specific issues to explain the department's position in order to promote an understanding and acceptance of the objectives, programs, and policies of the Department. Information is also provided to the media on an as-required basis, and indirectly through the preparation of draft press releases.

As an enforcement officer pursuant to the Fishing and Recreational Harbours Act, the position requires on-going consultation with other government officials and law enforcement agencies regarding the interpretation and requirements of various Federal, Provincial, and Municipal legislation with respect to enforcement, environmental, occupational health and safety, municipal planning, navigable waters protection, etc. This information is required to advise and assist Harbour Authority and other user groups in the management of harbours to ensure compliance, as well as for the safety of the users and the general public, in order to reduce the risk of claims against the Harbour Authority and the Crown.

In conclusion, the Business Managers are the primary contacts on all operation and divestiture issues with the different public and private stakeholders. As you are aware, the Area Chief position (Eng. 4) will now focus primarily on the delivery of the technical part of the SCH and RPAM programs, and the BM will now assume the lead role on all operational and divestiture issues (the role will be also expanded to include RPAM sites). The position deals with very diverse and operationally sensitive issues that have a direct impact on the successful delivery of the SCH program. It is my opinion that the position should be given a level C3 for contacts within the classification rating grid, based on the bench marks established for this contact factor, as well as the Program Officer position that was recently rated in the Nfld. Region.

Classification Rationale

Position #: 13673

Title: Business Manager

Branch: Small Craft Harbours

Background:

The Subject Position (SP) was last reviewed in April 2000, based on a UCS Work Description (Generic Business Manager) dated 2000-2-18, and rated at the PM-03 group/level.

Review of the Work Description dated (2001-7-18) submitted for classification at this time revealed little or no change in the responsibilities of the position from that last reviewed. The eight (8) Key Activities identified in the old work description are essentially the same in the new. Their text has been rewritten in a more terse and succinct style, but the global intent of each is unchanged. The Work Characteristics sections of the new document do reflect a significant number of amendments and modifications, however, although they would impact on a UCS evaluation, they are not in areas that would affect the factors measured in the PM standard.

ALLOCATION

Category: Administrative and Foreign Service

The primary responsibilities of the SP involve delivery of the Small Craft Harbours Program within a geographically defined area within the region. This involves the implementation of policies and procedures, the provision of training and advice, the recommending of Harbour Authority (HA) leases, negotiation and approval of HA business plans, and participation in the divestiture and privatization process for recreational and commercial fishing harbours. These activities are performed to effect program delivery to fishing industry stakeholders and the general public who have a vested interest in the facilities. This meets the category definition of the Administrative and Foreign Service category, "occupational groups engaged in the planning, execution, conduct, and control of programs serving the public interest, and the requirements of internal management in the Public Service of Canada", and inclusion statements 1 and 2. No exclusions apply.

Group: Program Administration (PM)

The criteria referenced in the category allocation also meet the group definition and inclusion statement 1 of the Program Administration Group. No exclusions apply.

EVALUATION

Knowledge Degree C2 224 points

Program and Specialized/Technical Knowledge Degree C

The SP requires knowledge of an extensive body of rules, procedures and operations respecting delivery the Small Craft Harbours Program. This includes knowledge of: the mandate, objectives and priorities of the organization; departmental and central agency policies respecting real property acquisition, divestiture, business planning, budgetary control and compliance enforcement; a wide variety of federal and provincial legislation and regulations pertaining to harbour management, navigable waters, and environmental protection; procedures and practices respecting real property acquisition/divestiture, lease negotiation, financial audit, and real property management.

> BM 28, District Licensing officer at degree B, which requires knowledge of acts, regulations and policies governing fishing personnel and vessel and gear licensing for commercial and recreational fishing, as well as, knowledge of appeal processes and systems for information and statistics gathering. The SP requires knowledge of a broader range of legislation governing real property management, business planning, contract administration, financial administration, and harbour management. The SP also requires knowledge of procedures and practices for real-property acquisition and divestiture, lease/contract negotiation, financial audit, and enforcement investigation.

= BM 16, Supervisor, Employment Services at degree C, as the BM and SP have a comparable requirement for knowledge of a full range of acts, legislation, policies and procedures respecting delivery of a major program. Both require knowledge of external organizations, stakeholders and socio-economic and local market issues relevant to program clients. Both require knowledge of practices, protocols and procedures respecting the provision of advice, the determination of client requirements, and the administration of contract with external institutions.

General Administration Degree 2

The SP requires general administration knowledge in the areas of financial administration, contract administration, lease negotiation and administration, and real-property management related to acquisition and divestiture of facilities.

> BM 25, Collection Contact officer at degree 1, who requires knowledge of internal administrative procedures related to own work.

= BM 16, Supervisor, Employment Services at degree 2, as the BM and SP have a comparable requirement for knowledge of administrative policies and procedures respecting financial management to manage an O&M budget. Both require knowledge of administrative practices in a variety of other area, the BM in personnel policies, collect agreements, information management and work allocation, and the SP in Real Property Management, contract and lease administration, and acquisition and divestiture of assets and facilities.

Decision Making Degree B2 146 points

Scope Degree B

The SP decisions and recommendations are generally made within the policy framework and guidelines of the SCH program and require judgement and initiative in resolving problems and disputes respecting program requirements. Initiative and judgement are required when providing advice and evaluating business plans, when performing investigative work and fact finding associated with audit and budget control functions, when negotiating and recommending commercial and harbour authority leases, when managing a construction program, when establishing and implementing enforcement associated with the operation of real property and facilities, and when providing training and business advice to client to facilitate the operation of incorporated harbour authorities and assist harbour managers.

= BM 17, Benefits Program Officer at degree B, as the BM and SP are comparable in their requirement to exercise judgment and initiative in monitoring the effectiveness of program delivery and in identifying and resolving problems. Both identify operational trends and training requirements to enhance program delivery initiatives and analyze and interpret legislative, program and operational policies to provide advice and recommendations to management and external clients.

< BM 2, Airport Manager at degree C, whose decisions and recommendations are made respecting the operation, maintenance and security of an airport and eleven remote sites. The BM must exercise judgement and initiative in directing the allocation of financial and personnel resources, developing long range forecasts of user requirements, negotiating leases and levels of maintenance with other government departments, directing the preparation of security procedures and coordinating the activities of agencies responding to emergencies. The SP requirement to exercise judgement and initiative in making decisions and recommendations does not reflect the diversity of areas or the requirement to operate without precedent as exemplified by the BM

Impact Degree 2

The SP decisions impact on the effectiveness of the SCH program delivery within its geographic district of responsibility and the ability of external client organizations and individuals to develop effective business plans and meet program requirements to obtain and operate harbour authorities. Decisions and recommendations respecting acquisition and divestiture of real property and assets impact on the cost-effective utilization of financial resources within the organization, and the ability to provide mandated services to facility users. Decisions also impact indirectly on the viability of commercial enterprises and community stakeholders of harbour facilities.

= BM 17, Benefit Program Officer at degree 2, as the BM and SP decisions affect the efficiency and effectiveness of program delivery initiatives, including the quality of service received by clients. BM decisions on labour disputes impact directly on hundreds or thousands of workers, while SP decisions impact on commercial, recreational and public users of harbour facilities and the effective operation and viability of harbour authorities.

< BM 14, Regional Manager, Investigation and Control at degree 3, who is the regional authority while the SP's impact is limited to the district of responsibility. The BM decisions and recommendations impact on the nature and scope of the regional program and national and

regional policy development, whereas the SP works within established regional/national policy and guidelines.

Operational Responsibility Degree C 40 points

The SP performs a "Staff" role and is responsible for delivery of a well-defined program within a specific geographical management area. This involves determining adequacy of operational policies and procedures administered by harbour managers and members of harbour authorities to provide service to facility users and meet contract and lease obligations set by the Department. This includes monitoring the activities of non-employees performance for effectiveness, evaluating and auditing financial and business planning documents, ensuring safety and environmental protection compliance is adhered to and controlling funding based on client performance in meeting contract obligations.

> BM 28, District Licensing Administrator at Degree B, which administers the licensing program in the district and supervises two clerks. The BM also participates in advisory and policy working groups and provides advice to field staff on the interpretation of licensing policies and legislation. The SP is superior in that it is responsible for determining the adequacy of operational policies and procedures administered by non-employees; monitoring for safety and environmental compliance, financial accountability; implementing enforcement and controlling funding.

= BM 17, Benefit Program Officer at degree C, as the BM and SP are comparable in their requirement to monitor all program activities, assess the efficiency and effectiveness of operations, and ensure compliance within operational policies and procedures. Both involve evaluating the operational performance of non-employees and providing advice as a subject matter specialist staff in the organization.

Nature and Size of Subordinate Organization

Not applicable. The SP performs a staff role and has no subordinates.

* **Contacts Degree 2 70 points** — *This has been changed to degree 3, 110 points. See attached.*
jid
8/11/21

The SP provides advice and guidance to external clients involved in harbour management and the operation of harbour authorities respecting service levels as defined by contract obligations, compliance issues related to safety and environmental protection, monitoring and audit issues related to financial administration, funding, and business planning. These activities require significant explanation of legislative and program requirements to achieve cooperation and compliance in meeting contract/lease obligations, meeting defined service levels, performing audit functions, and when providing advice or interpretation.

= BM 17, Benefit Program Officer at degree 2, as the BM and SP have a like requirement to deal with non-government personnel to resolve problems and obtain cooperation in problem resolution and adherence to compliance requirements. Both are required to investigate operational performance and provide recommendations to achieve cooperation in meeting service levels requirements. Both provide expert level advice staff within the organization to promote problem solving and improve program delivery functions.

< BM 2, Airport Manager at degree 3, who consults with local government officials and other government departments respecting the provision of common services and to coordinate emergency services. The BM acts as final authority in negotiations on nature and levels of service for the airport while the SP requires management approval in contentious and politically sensitive issues.

Summary

Knowledge	C2	224
Decision Making	B2	146
Operational Responsibility	C	40
Contacts	2	70
Total		480 PM-03 (401-500)

Recommendation

The SP is rated at 480 points and recommended for classification at the PM-03 group/level.



Bill Anderson
Sept 6/01

**WORK DESCRIPTION***RELATIVITY***0000001048****Bungay Wayne****Program Officer**

Department/Agency:	Department of Fisheries and Oceans
Section:	
Division:	
Branch:	Small Craft Harbours
Geographic location:	Grand Falls-Windsor (Nfld.)
Security clearance	
Language requirements:	English Essential
Departmental use:	

Immediate supervisor:	Area Chief (0000001044)
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Version: Draft	Date last updated: 2000-2-3
Classification:	
Effective Date of Decision:	
Model identifier:	

Client-Service Results

Program initiatives and advisory services related to the maintenance, operations, and management of harbours in an assigned geographic area to fishing industry stakeholders, the general public, and SCH regional and area personnel.

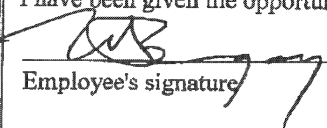
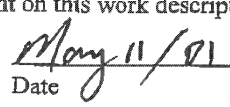
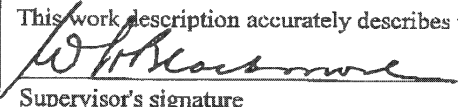
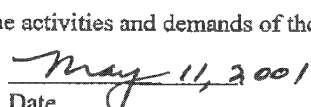

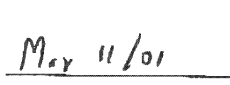
Key Activities

- X Supports the implementation of national and regional policy, procedures, management and budgetary control for a system of commercial fishing harbours in an assigned geographic area.
- X Delivers DFO's Harbour Authority initiative for all commercial fishing harbours through the establishment of Harbour Authorities.
- X Coordinates and provides training for Harbour Authorities.
- X Makes recommendations to Harbour Authorities on issues beyond their realm of expertise including legal, business, financial, management, operational, and enforcement issues, and on harbour maintenance and development.
- X Monitors the operations of Harbour Authorities to ensure compliance with the terms and

Program Officer (0000001048)

P.1

- conditions of their lease agreement for harbour management and determines needed interventions and strategies.
- Conducts financial, operational, and environmental reviews of the operations of Harbour Authorities and recommends appropriate actions.
 - Provides consulting/advisory services to Harbour Authorities concerning their roles in the management and operations of harbours and gives direction to Ministerially appointed Harbour Managers.
 - Negotiates and approves individual Harbour Authority business plans and budgets, and provides specific advice regarding financial statements and business proposals for projects.
 - Negotiates, drafts and issues licences to all commercial harbour users in DFO managed harbours.
 - Participates in the negotiation of leases to commercial/industrial users of DFO managed property in scheduled harbours.
 - Assists the Area Chief in the implementation and management of Small Craft Harbours maintenance and development program.
 - Undertakes management and enforcement activities associated with the operation of real property and facilities.
 - Provides recommendations to the Area Chief on the divestiture of commercial fishing harbours not intended for harbour authority management, and on facilities administered by Harbour Authorities but surplus to the fishing industry needs.
 - Identifies real property requirements and recommends the acquisition to the Area Chief as needed for the management and operation of commercial fishing harbours.
 - Identifies the need for and produces Environmental Screening and Assessment Reports for projects in accordance with the Canadian Environment Assessment Act.

Employee's statement:	
I have been given the opportunity to comment on this work description.	
	
Employee's signature	Date
Supervisor's statement:	
This work description accurately describes the activities and demands of the position.	
	
Supervisor's signature	Date
Authorization:	
	
Manager's signature	Date

Work Characteristics

Responsibility

(1) Information for the Use of Others

Provides information and advice to various fishing industry stakeholders, politicians, the general public with respect to the Small Craft Harbours program and policies to assess the impact and to develop options for future harbour management.

Provides advice, guidance and recommendations to area management on management, operations, and maintenance of public harbours to assess the impact and feasibility of various harbour management, operations, and development options. Makes specific recommendations that can affect the livelihood of individual fishers and coastal communities, and impact on fish handling/processing facilities.

Provides advice and disseminates information to incorporated Harbour Authorities, and applies methodologies and standards in such matters as business planning, revenue generation, financial and resource planning and management, tax provisions and reporting requirements, property management, legal and enforcement issues, environmental practices and compliance, liability insurance, legislative obligations, technical matters such as construction standards, specifications and techniques, and administrative matters such as tendering, procurement, contracting for services, inventory control, computer operations and human resource practices to ensure successful operation and economic sustainability.

Gathers, synthesizes, and produces draft ministerial correspondence from a complex variety of information for the Area Chief to respond to specific inquiries directed to the Minister's office.

Researches socio-economic and environmental background information and produces environmental assessment reports for the Area Chief for the approval of projects to ensure compliance with the Canadian Environmental Assessment Act. The reports as approved by the Regional Director are made available for public perusal and critique through the national Habitat Referral Tracking System.

Provides technical advice and assistance to individuals, Harbour Authorities, groups, and the fishing industry on construction and repair projects being considered for structures administered by the Department. This can involve breaking down complicated construction and permitting processes into simpler operations, and is necessary to give Harbour Authorities, individuals, and groups the knowledge and skills they require to successfully complete projects to established regulations, codes, and standards.

(2) Well-Being of Individuals

There is no specific requirement for this.

(3) Leadership of Human Resources

Leads and coordinates multi-disciplinary groups and agencies in meetings, working groups and projects to provide information on programs and policies, and to develop overall management and business plans. Guides incorporated Harbour Authorities in human resource planning including the recruitment of volunteers, students and employees, and consultants required to support the Harbour Authority program. This includes developing work plans and priorities, proposing terms of reference,

evaluating performance and creating alternate plans to accomplish objectives. This is a shared responsibility.

Conducts initial training of new Harbour Authority directors and members on such matters as corporate structure and bylaws, business, accounting, legal, and administrative matters associated with the operation of a Harbour Authority.

Conducts initial training of new persons in the Branch on such matters as corporate structure, administrative practices, business, operational and legal issues associated with the Small Craft Harbours program. This is a shared responsibility.

Provides management and operational guidance and training in accounting principles and procedures to incorporated recipient groups that have assumed responsibility of Federal harbours formerly under government jurisdiction. This is a shared responsibility.

Assigns and manages the work of Harbour Managers and Enforcement Officers through the development of work plans, performance reviews, and the determination of remuneration for services rendered. This is a shared responsibility.

Facilitates and chairs public meetings in communities to establish Harbour Authorities. Explains the management and operational concepts of Harbour Authorities including departmental and Harbour Authority responsibilities.

Guides incorporated Harbour Authorities in the development of a management plan which includes work plans, revenue generation, and maintenance and services programs. This is a shared responsibility.

(4) Money

BUDGETING

Participates in aspects of budget preparation and management including providing recommendations for the Area budget, providing financial advice and making recommendations for prioritization of projects, including cost benefit and risk analyses. Plans, costs and budgets for harbour operations and maintenance activities. On an ongoing basis monitors project status; reallocates funds within budget to compensate for changes; and conducts financial planning, forecasting and reporting. Provides advice and recommendations to incorporated harbour authorities and recipient groups on preparing and managing operational budgets to ensure their successful operation and long term sustainability.

MANAGING MONEY FLOW

Determines and negotiates commercial lease and licence annual rents with private commercial operators based on Treasury Board guidelines and market value appraisals. Monitors and tracks commercial leases and licences issued and payments received, advises the Area Chief on outstanding accounts and takes the appropriate enforcement action. Solicits financial contributions from other Federal, Provincial, and private sources for cost-shared projects with incorporated harbour authorities and recipient groups to reduce the demand on Small Craft Harbours budget. Provides advice and recommendations to incorporated harbour authorities on devising service fee schedules, determining commercial sub-lease rent and licence fees, and collection of accounts based on specific site and local market conditions and knowledge of other harbour operations.

SPENDING

Identifies, tenders, awards and administers maintenance and service contracts within allocated budget.

Awards contracts, verifies goods and or services are received and approves progress claims and final invoices for payment. Commits funds and recommends paying out funds under contractual agreements. Purchases goods and services using government credit cards issued in incumbents' name and accounts for all expenditures. Provides advice and recommendations to incorporated harbour authorities and recipient groups on tendering and contracting for goods and services, processing claims and invoices, and auditing requirements.

(5) Physical Assets and Products

Operates and provides minor maintenance of real property, harbour infrastructure and related equipment used by the commercial fishing stakeholders and the public in harbours that are managed directly by Small Craft Harbours, and minor maintenance at those sites under lease to Harbour Authorities. These assets are extremely valuable and very difficult to replace due to budget limitations and program inflexibility due to commitments to other projects.

Takes temporary custody of, and protects seized evidence gathered during investigations, to be used by the Crown during prosecution. This time sensitive evidence cannot be replaced.

Operates and maintains assets included in own work such as a government vehicle, personal computer, cellular telephone, office furniture, files, supplies, and software. With the exception of the vehicle these assets are not used by other staff and can be replaced, but at a considerable cost.

(6) Ensuring Compliance

As an enforcement officer pursuant to the Fishing and Recreational Harbours Act and Regulations, conducts routine inspections of harbour usage including that of fishers, commercial operators, lessors, and the general public to ensure compliance with regulations related to real property and environment issues, in order to ensure the safety of all harbour users and the general public and to protect the environment and harbour infrastructure. Compliance and enforcement activities are performed by examining a wide range of various options and statutes available to determine the most appropriate course of action. Duties require examining complaints, taking evidence, issuing warnings and recommending whether to pursue prosecution, and providing sworn testimony. Responsibility is shared and may require supervisor and senior management involvement.

Conducts on-site reviews and evaluations of Harbour Authorities' business and real property management practices to ensure compliance with and enforcement of the Fishing and Recreational Harbours Act, and the Small Craft Harbours' lease in order to protect the interests of the general public and fishing industry stakeholders in terms of safety and non-discriminatory public access. Depending on the degree of non-compliance, using own judgement and established precedents and practices, negotiates corrective action. Consults with supervisor regarding difficult situations.

Conducts on-site reviews to ensure Harbour Authorities are in compliance with the Provincial Labour Act, Worker's Compensation Act, Canada Corporation Act, Revenue Canada Taxation re: employee benefits and Harmonized Sales Tax. Negotiates compliance schedules and implementation of corrective action for violators using own judgement, precedents, and established practices. This is a shared responsibility.

Ensures that minor maintenance activities comply with the Canadian Environmental Assessment Act, Fisheries Act, Navigable Waters Protection Act, and provincial environmental regulations. The responsibility is shared. Failure to ensure compliance could result in legal action being initiated against

the Crown and/or incumbent.

Conducts Environmental Screenings on lease agreements with Harbour Authorities and the fishing industry or other users of federal property to ensure compliance with the Canadian Environmental Protection Act.

Skills

(7) Job Content Knowledge

Knowledge of negotiation principles and techniques and practices to effectively conclude initiatives and agreements with clients.

Knowledge of principles, practices, and techniques of leadership to effectively provide and coordinate the efforts of diverse groups towards common goals.

Knowledge of problem solving techniques with an ability to analyze issues and develop innovative and viable solutions is required when investigating problems and advising Harbour Authorities on property management, business and legal issues.

Knowledge of enforcement including investigative techniques and legal processes associated with the application of the Fishing and Recreational Harbours Act and Regulations, maritime, contract, tort and common law is required to carry out enforcement duties, investigate claims against the Crown and to provide specific advice to Harbour Authorities, the general public and management on land control and enforcement issues.

Knowledge of the principles and practices associated with real property management as it relates to custodial Federal property, including legal, administrative, and management techniques, procedures, and responsibilities is required to effectively operate harbours and to provide specific advice to Harbour Authorities.

Knowledge of real property acquisition and disposal methods including legal and property terminology; methods and procedures and the ability to read and interpret survey plans, deeds and descriptions in order to address client and legal requirements for management of harbours and implementation of construction projects.

Knowledge of harbour standards, regulatory requirements, facility inspection techniques and construction methodologies, including the ability to read and interpret construction drawings and specifications in order to analyze situations and provide advice to Harbour Authorities, management, contractors, consultants and regulatory agencies. Knowledge of project management, planning, implementation, critical time line analysis, negotiation approaches, and report writing to manage a minor maintenance program.

Knowledge of principles, practices, authorities and accountabilities of the financial process for budgeting, managing money flow, and expending funds for goods and services, and to exercise financial control over allocated budget.

Knowledge of financial review procedures, standards, and reports to conduct reviews of Harbour Authority activities.

Knowledge of financial accounting systems, including payroll taxation remittance procedures to train Harbour Authorities in accounting practices and record maintenance.

Knowledge of various options of revenue generation is required to advise Harbour Authorities on becoming financially viable businesses..

Knowledge of computer software, the internet and data entry programs, in order to gather information, prepare correspondence, produce reports and input data.

Knowledge of communication practices and techniques to prepare public presentations and written reports.

Knowledge of methods, techniques and practices required to conduct environmental screenings and assessments to ensure program compliance with federal and provincial environmental legislation.

Knowledge of inventory control and accountability standards to ensure asset utilization is managed and used for its intended purpose.

Knowledge of investigative techniques to ensure enforcement and evidence gathering procedures are conducted correctly and legally.

(8) Contextual Knowledge

WORK UNIT

Knowledge of the mandate and priorities of Small Craft Harbours' related to safety issues, harbour development and the reduction of operating expenditures through major devolution exercises and new business arrangements with clients through the Harbour Authority initiative.

Knowledge of administrative procedures and budgeting processes are required to deliver the maintenance/construction and operations program through a variety of initiatives.

Knowledge of the respective roles of regional staff on all management and operational issues is important in developing effective working relationships and providing a unified approach to issues.

Knowledge of collective agreements, travel directives, standards, procedures, guidelines and unit culture to conform to established practices.

Knowledge of the regional protocols respecting the media to ensure that the region conveys accurate information..

DEPARTMENT

Knowledge of the structure, roles, functions and responsibilities of the department, its objectives and priorities in support of the departmental vision and oceans strategy initiative in order to provide informed advice and recommendations to Harbour Authorities.

Knowledge of departmental policies, contacts and points of reference is required in order to understand changes within the fishing industry that will impact on the Small Craft Harbours' mandate and program initiatives.

Knowledge of the interaction between branches such as finance, communications, personnel, informatics, contracting, habitat management, and their advisors and directors to ensure contact is made with the person(s) responsible for any particular component of an initiative to ensure information

is received in a timely manner.

OTHER DEPARTMENTS

Knowledge is required of the roles and responsibilities of other Departments and their mandates, organizational structures, programs, culture, policies and regulations including Public Works and Government Services Canada and Treasury Board of Canada for administering minor maintenance projects; Industry Canada in terms of the creation and incorporation of Harbour Authorities; and other Departments such as the RCMP, Environment Canada, Transport Canada, Revenue Canada Taxation for enforcement and regulatory issues.

Knowledge of Human Resources Development Canada programs is required to access financial and human resources to assist in furthering the aims of Harbour Authorities through the development of partnership arrangements.

CANADIAN PRIVATE AND OTHER PUBLIC SECTORS

Knowledge of the roles, responsibilities, and programs of provincial departments, municipal governments and officials to provide assistance and consultation on the Harbour Authority and divestiture initiatives.

Knowledge of the political, cultural, and socio-economic status of the communities in the assigned portfolio to facilitate in the planning for the implementation of a Harbour Authority or divestiture initiatives, and for ongoing service delivery.

Knowledge of local politicians, special interest groups and the identity of community leaders to seek and provide consultation on program issues.

Knowledge of the trends and developments in the fishing industry that will impact on the Small Craft Harbours' initiatives, in order to forecast changes in the management options and levels of service required for commercial fishing harbours.

LEGISLATION/REGULATIONS

Knowledge of the content and underlying principles and intent of the following Acts and Regulations, as they apply to management and operation of real property and facilities, and to be able to minimize risks and to formulate a due diligence legal defence in the event of a personal prosecution for violations of specific statutes and against civil suits:

Fishing & Recreational Harbours Act and Regulations

Fisheries Act

Oceans Act

Financial Administration Act

Treasury Board Regulations

Canadian Environmental Protection Act

Canadian Environment Assessment Act

Criminal Code of Canada

Navigable Waters Protection Act

Canada Business Corporations Act
Canada Labour Code and Regulations
Federal Real Property Act and Regulations
National Building Code of Canada
National Fire Code of Canada
Canada Shipping Act
Small Fishing Vessel Regulations
Various provincial acts and regulations

(9) Communication

COMMUNICATION OUT:

Presentation and public speaking skills are required when articulating policy information, reports, and recommendations to fishing industry stakeholders and public clients and in the formation of Harbour Authorities. This often requires interpreting policy in order to present arguments and dissuade individual biases as well as explaining and altering specialized legal and technical terminology so that it can be fully comprehended by various audiences.

Verbal and presentation skills are required to negotiate leasehold interests with incorporated groups and commercial operators. This requires skill in interpreting Treasury Board guidelines and explaining specialized legal terminology in order that information can be fully comprehended by the lessee. This requires skill to negotiate and persuade the lessee with respect to specific clauses in the lease, lease boundaries, and lease rates.

Writing skills are required to prepare correspondence to clients and to prepare various reports, draft ministerial correspondence and fact sheets. This requires skill in interpreting information and explaining complicated and sensitive issues.

Verbal skills are required to present the assigned functions in the wide ranging consultations with client groups, regional officials, and other government departments to explain policies, priorities and activities, negotiate issues, obtain input and gain agreement and cooperation to handle sensitive situations. Depending on the client groups, the message must be altered and simplified in order to be understood and effective.

Written and verbal skills are required to provide information to various fishing industry stakeholders, politicians, and the general public with respect to the Small Craft Harbours program and policies. This often involves explaining complicated policies, procedures, and standards which involves transforming information into alternate terms in order that it can be fully understood by a varying audience.

Verbal, written, and presentation skills are required to train incorporated Harbour Authorities in such matters as business planning, revenue generation, financial record keeping, and technical matters such as construction standards, specifications, tendering. This involves breaking down complicated financial and construction processes into simple, understandable steps and is necessary to give Harbour Authorities the knowledge and skills they require to develop and maintain good financial and construction practices.

COMMUNICATION IN:

Listening skills to interpret inquiries from clients who have difficulty understanding program related issues to determine their exact requirements and providing them the correct information. Observation skills to read between the lines when conducting public information sessions and to adjust delivery to the respective mood of the audience. Reading skills to gather and synthesize information written in legislative and regulatory language to draft responses to people having different requirements and levels of interpretation. Reading skills to digest information and demands from groups or individuals and review proposed responses to ensure that they contain accurate information.

(10) Motor and Sensory Skills

In the course of travel and performance of duties, there is a requirement for dexterity and coordination to embark and disembark vessels, and land vehicles while carrying equipment, and to inspect harbour infrastructure under unsafe conditions due to climate conditions, unsafe structures, and slippery conditions cause by the marine environment.

Manual dexterity and coordination skills are required for the daily operation of a computer keyboard in the preparation of correspondence, reports and inputting data. Dexterity is required to operate other office equipment such as photo copiers, fax machines and cellular telephones.

Physical dexterity, hand-eye coordination and concentration are required to drive land vehicles on a daily basis, often in inclement weather, poor road conditions, and during darkness.

A keen sense of smell is occasionally required to observe and address operational risks or compliance problems with respect to combustible or hazardous substances.

Effort**(11) Intellectual Effort**

Applying strategies, practices and approaches to govern the negotiation and consultative processes with fishing industry stakeholders and the public involved in the implementation of the Harbour Authority policy. The work is performed under departmental time line pressures to achieve imposed goals, and involves dependence on other government departments and agencies, client pressures for information, conflicting stakeholders interests and changing policy interpretations.

Analyses and evaluates the associated business and operational plans of the established Harbour Authorities to evaluate their effectiveness from a management, operational, business, and legal perspective and implementing corrective measures through consultation or direct intervention. This work is performed under time line pressures imposed by the department, individual biases against the department, and client reluctance to change or comply with directives.

Negotiates the resolution of differing interpretations as they arise in the administration of harbour authorities, including enforcement procedures, data collection, and collection of revenues from fees and services. The work is occasionally performed without the benefit of established practices and precedents and without the availability of human resources required to meet imposed goals and deadlines.

Intellectual effort must be applied in the management of a minor maintenance program to analyze requirements for program expenditures, prioritize project requests for funding, and for the preparation of project proposals, plans and specifications. The work is performed under time line pressures imposed by the department and clients, weather and climatic conditions, and the dependence on other government departments and agencies. There is a constant requirement to analyze an on-going number of project requests to seek or create solutions from a large number of options, and to make funding recommendations with limited program funding.

Develops strategies and options unique to each situation in order to conduct sensitive negotiations with client groups regarding the management and the identification and initiation of divestiture of real property. The work is performed under departmental time line pressures to achieve imposed goals, dependence on other government departments and agencies, client pressures for information and legal interpretations, conflicting stakeholders interests, and negative public opinion against overall government fiscal restraint and perceived downloading policies.

Analyzes requirements for harbours and facilities in communities, judges and assigns relative priorities and develops short and long-term construction, maintenance and operational programs. Recommendations and decisions consider competing interests for limited funding, feasibility of proposals from harbour users, communities, environmental, economic, social and political consequences, and conflicting needs or demands of user groups.

Make decisions on short term harbour maintenance program requirements. Decisions must consider safety issues and associated priorities, the impact on communities, harbour users, and the fishing industry.

(12) Sustained Attention

The work requires long periods of sustained attention when operating a motor vehicle in order to concentrate on the road while driving under stressful factors such as wildlife, night driving, and adverse weather conditions. There are frequent interruptions with calls from cellular telephones which increase the risk of accidents. This work takes up to twenty percent of the incumbent's time on an ongoing basis, due to the geographic size of the area of responsibility.

The requirement to sustain attention while attending public and internal business meetings as a leader and participant is required to comprehend and interpret information and to contribute effectively to a variety of complex initiatives and concerns. These activities consume twenty percent of the available time.

Long periods of sustained attention is required to review financial records where errors have occurred in order to locate and take corrective action. This activity consumes five percent of available time.

(13) Psychological/Emotional Effort

Psychological/emotional effort is needed to remain impartial and composed while providing information services to irate clients who are objecting to decisions. There is no control over the number of clients or how they will choose to express their anger.

Psychological/emotional effort is needed to remain impartial and composed while carrying out enforcement duties involving upset clients who are not in compliance with the law. There is no control over the number of clients or how they will choose to express their anger.

Psychological/emotional effort is required to put aside personal beliefs and maintain composure when articulating, defending and implementing views that may not be one's own. There is little or no control over the duration and frequency of incidents.

Psychological/emotional effort is needed to meet work requirements that entail frequent absences from home and family with very little control over the occurrence, duration, and frequency.

(14) Physical Effort

On a daily basis, the work involves long periods of sitting to read a variety of hard copy and electronic information, to operate a personal computer and to analyze problems and offer suggested solutions.

On a frequent basis, the work involves visiting harbour locations where construction activity is occurring, climbing on and off vessels, wharves and harbour facilities, walking over uneven and slippery surfaces to carry out facility inspections. This requires the provision of protective and safety equipment including safety boots, life jackets, gloves and hard hats.

There is a weekly requirement to attend meetings and stand for long periods of time in directing discussions or to sit for extended periods recording information.

There is a frequent requirement to visit remote harbour locations and communities to attend meetings. This involves prolonged periods of driving alone and sitting in one position, as well as requirement to travel on helicopters, small planes and vessels.

The work requires stamina and concentration to work extended and irregular hours to meet operational demands and accommodate client needs.

The work requires the occasional lifting and carrying of heavy loads such as construction materials and equipment such as motors, winches, and office equipment for a short distance.

Working Conditions

(15) Work Environment

The work is performed in both an office and external environment. The work involves continuous exposure to noise and frequent interruptions from staff, callers, and visitors, as well as exposure to glare from computer monitors during long periods of keyboarding. There is a continuous requirement to deal with imposed deadlines from the completion of reviews, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, and politically sensitive issues associated with program policies.

The work involves attending on site meetings at many varied locations with community groups, Harbour Authorities, and the general public several times a week, many of which are of a sensitive nature and pose a requirement to deal with angry, distressed, and confrontational people.

The work also involves continuous exposure to harbour and construction sites. The on site work involves continuous exposure to inclement weather, extremes of heat and cold, dust, fumes and noise. Occasionally there is a requirement to climb ladders, board vessels and walk over rough and slippery

tem in all weather conditions. There is a requirement to wear safety and protective clothing when visiting construction sites and inspecting harbour facilities.

There is a frequent requirement to work unpredictable and uncontrollable hours to deal with time lines imposed by third party meetings and/or locations.

The work requires extended periods of driving alone, and in all weather conditions, both day and night.

(16) Risk to Health

Repeated travel on a weekly basis involves driving a vehicle for extended periods of time while exposed to wildlife on highways, inclement weather and on sub-standard road conditions, often in remote locations. This activity may cause muscular pain in the back and shoulders, eye strain, and fatigue, and increased risk of highway accidents.

Daily exposure to continuous meetings and phone calls, imposed deadlines, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, politically sensitive issues, and uncontrollable hours cause high stress levels that can lead to severe psychological and physical problems.

Visiting remote harbour locations alone and carrying out inspections of harbour structures and structurally unsafe facilities poses a risk to personal safety.

The office work environment is characterized by occasional visits from angry, distressed and confrontational individuals or groups of people. The unpredictability of this type of working environment leads to stress and anxiety, as such disruptions affect imposed deadlines and client service and increases the possibility of verbal confrontations.

There is occasional exposure when confronting individuals or groups of people to carry out enforcement roles. This type of work leads to stress and anxiety, as often such individuals are agitated, threatening and confrontational, and pose the risk of physical harm.

The frequent use of finger and wrist muscles to enter data on a computer keyboard and produce correspondence, reports, environmental screening, and contribution documents, can cause muscular pain.

The external work environment is characterized regularly by exposure to angry, distressed, and confrontational individuals and groups at meetings, and during on-site visits to harbours. The unpredictability of this type of working environment leads to stress and anxiety as often such individuals or groups are agitated, threatening and confrontational, and pose the risk of physical harm.

RATIONALE — Program Officer

Position Number: 1046, 1047, 1048, 22172, 1056, 21019
Position Title: Program Officer
Branch/Division/Section: Small Craft Harbours
Region: Newfoundland
Location: Various
Supervisor: Area Chief
Supervisor's Position #: Various
Supervisor's Level: PM-05

Background:

The subject position (SP) was last reviewed in 1994, which resulted in reclassification of the position from PM-02 to PM-03.

Consultation with the Director, SCH, the three Area Chiefs and the six incumbents of the Program Officer positions (February 1, 2001) suggests that the job has changed significantly. While the core duties of the position remain substantially the same, responsibility has expanded in several areas coincident with the government-wide emphasis on issues such as Occupational Safety and Health, and, Environmental Protection. In terms of occupational safety and health, the SP is now responsible not only for ensuring that good safety practices, are followed (i.e. inspection) but that local stakeholders (i.e. Harbour Authorities, Harbour Masters, harbour users, etc.) adopt a proactive "safety culture". Influencing the existing attitudes requires persuasion, education and co-operation. The responsibility for safety, as well as maintenance, was previously delegated to PWGSC. In the area of environmental protection, Program Officers are now responsible for identifying, encouraging and fostering concepts such as recycling and "first response". Perhaps the area of greatest change in the Newfoundland Region, is related to the growing maturity of the Harbour Authorities concept. This concept was first introduced approximately 1991; however, it is only in recent years that it is realizing its' full potential. Harbour Authorities have grown in number to 143 and are expected to further increase to approximately 300.

The expanded Program Officer role dictates that incumbents serve as counsellor and advisor to Harbour Authorities in terms of strategizing appropriate harbour construction, maintenance and development, in consideration of competing interests for limited funding, feasibility of proposals from harbour users and communities, as well as environmental, economic, social and political consequences. The Program Officer then acts as liaison/advocate/negotiator/departmental representative for proposals, making verbal and written presentations to the Area Chief or to other government departments (i.e. ACOA, PWGSC, HRDC and Industry Canada) for funding and/or labour (Area Chiefs confirm that Program Officers have been delegated responsibility for direct negotiations with OGDs.).

In real terms, advice and counsel might take the form of:

- Recommendations/decisions to create a Harbour Authority in one community versus other contiguous communities, the effect of which is to draw marine/economic activity to the site as a result of the improved infrastructure, and, to create employment needed

to maintain that infrastructure. Such decisions are politically and economically sensitive in that communities compete for limited infrastructure;

- negotiating with other Branches of DFO to allow Harbour Authorities to adopt new/innovative initiatives such as contracting local fishers to place and remove aids to navigation, or, to acquire "spill booms" to allow members of the community to clean up small spills of hazardous waste - impact on employment, environment and limited departmental resources; or,
- recommending wharf extensions which allow larger/foreign vessels to use the harbour facilities, which in turn brings monies to the community, not only in terms of berthage fees, but also to local retailers (i.e. purchases of gas and supplies, repairs, hotels, etc.).

The foregoing examples are representations only, not an exhaustive list, of a wide variety of activities in which the Program Officer may be involved. The social and economic advantages to Newfoundland outport communities impacted by the loss of the Northern Cod fishery and the resulting out-migration of residents must be considered significant.

In the context of the PM Classification Standard, this expanded role increases the requirement for General Administration Knowledge, and results in a positive change to the Nature of Responsibility for the Contacts Factor.

Category Allocation: Administrative & Foreign Service

Category definition (occupational groups engaged in planning, execution, conduct and control of programmes serving the public interest and the requirements of internal management in the Public Service of Canada); and Inclusion # 2 in that the SP is responsible for providing program support and advice related to the maintenance, operation and management of harbours.

No exclusions apply.

Group Allocation: Programme Administration

Group definition (i.e. The planning, execution and control of programs directed toward the public) and Inclusion # 1.

No exclusions apply.

Knowledge	C2	224	
<ul style="list-style-type: none"> Program & Specialized Technical 			
<p>The work requires knowledge of a variety of acts and regulations including the Fishing and Recreational Harbours Act, Canada Business Corporations Act, Fisheries Act as well as the principles, practices and techniques relating to various rules and procedures i.e. budgeting, accounting systems, real property acquisition and disposal, leases, facility inspection and maintenance techniques and practices, construction methods, revenue generation and control, and assets management.</p> <p>> BM 28, District Licensing Administrator at degree B</p> <p>< BM 9, Advisory & Monitoring Officer at degree D, in that the BM requires knowledge of Excise Tax Act and regulations, Bankruptcy Act and various federal and provincial statutes to develop operational policies, directives and provide guidance to regions. A knowledge of revenue accounting and auditing techniques, systems, procedures and practices is required to develop/adapt systems and procedures in response to legislative changes.</p> <p>= BM 17, Benefit Programs Officer at degree C</p>			
<ul style="list-style-type: none"> General Administration 			
<p>The work requires knowledge of administrative procedures such as tendering, procurement, contracting for services, inventory control, computer operations and human resources practices to administer maintenance and service contracts and to provide advice and guidance to Harbour Authorities, Harbour Managers and Enforcement Officers.</p> <p>> BM 17, Benefit Programs Officer at degree 1, in that the BM only requires knowledge of financial authorities governing travel, printing and publications.</p> <p>< BM 2, Airport Manager, Victoria at degree 3, in that the BM requires knowledge of various administrative practices and procedures to manage the operation of a major airport, a staff of 34 through 3 subordinate supervisors and 21 contracted employees (who provide maintenance and security support).</p>			
Decision Making	B2	146	
<ul style="list-style-type: none"> Scope 			
<p>Decisions and recommendations are made with respect to maintenance, operations and management of harbours within established guidelines. Advice and guidance is provided to Harbour Authorities, area management and fishing industry stakeholders. Initiative and judgement are required to resolve disputes between Harbour Authorities and harbour clients over service and maintenance issues and to intervene in the operation of Harbour Authorities in cases of non-compliance with the terms and conditions of their agreement.</p> <p>> BM 28, District Licensing Administrator at degree A</p> <p>< BM 2, Airport Manager, Victoria at degree C</p> <p>= BM 17, Benefits Program Officer at degree B</p>			
<ul style="list-style-type: none"> Impact 			

<p>Decisions and recommendations impact on the effectiveness of harbour operations and the levels of service to harbour users in the area.</p> <p>< BM 8, Chief, Passenger Terminal Operations at degree 3</p> <p>= BM 17, Benefit Programs Officer at degree 2</p>			
Operational Responsibility	C	40	
<p>The work requires assessing the effectiveness of harbour operations, providing advice and guidance to Harbour Authorities, identifying areas of concern and providing training when necessary. It also involves recommending procedural and policy changes to the Area Chief or SCH Regional Managers when appropriate.</p> <p>> BM 28, District Licensing Administrator at degree B</p> <p>< BM 14, Regional Manager, Investigation and Control at degree D</p> <p>= BM 17, Benefit Programs Officer at degree C</p>			
Contacts	3	110	
<p>The SP consults with fishing industry stakeholders, officials of other government departments and with public clients to interpret and explain policies, to exchange information and to negotiate agreement and cooperation on sensitive political, economic and social issues.</p> <p>> BM 28, District Licensing Administrator at degree 2</p> <p>< BM 7, Tariff Classification Policy Specialist at degree 4, in that the BM has contact with business and trade associations to solicit their cooperation in order to develop Customs policy; with officers of the Department of Finance to negotiate new and amended tariff legislation and interpretations of considerable significance to Canadian industry; and, with Canadian and foreign manufacturers, importer and trade associations to determine the affects of new tariff items and ensure their feasibility prior to developing Regulations and guidelines for the implementation of changes to Customs legislation.</p> <p>= BM 2, Airport Manager at degree 3.</p>			
TOTAL	520	PM-04 (501 - 610)	

Rationale prepared by Fitzpatrick Consulting



WORK DESCRIPTION

13671

MacDonald Paul G.

Business Manager

Department/Agency: Department of Fisheries and Oceans
Section:
Division: Corporate Services
Branch: Small Craft Harbours
Geographic location: Antigonish (N.S.)
Security clearance: Enhanced reliability
Language requirements: English Essential
Departmental use: Sample 145-Reg Mod/Dec 20157, Last Updated 2001-7-18 (Pos 13665-13674 20612 27261 27262)

Immediate supervisor: Area Chief, SCH & Assets (27839)

Version: Final
Classification: PM-04
Effective Date of Decision: April 1, 2001
Model identifier:

Client-Service Results

Implementing program and policy initiatives to various fishing industry stakeholders and the general public with respect to the management of harbours.

Key Activities

- Implements national and regional policy, procedures, management and budgetary control for a system of commercial fishing and recreational harbours.
- Provides extensive training and business advice to incorporated harbour authorities and appointed

harbour managers.

- Negotiates, drafts and recommends for approval commercial and harbour authority leases, subleases and lease amendments.
- Negotiates and approves individual harbour authority business plans, budgets and financial statements and provides specific advice regarding business proposals for projects.
- Manages and coordinates a construction program.
- Conducts, initiates and assists in the coordination of the divestiture and privatization of recreational and commercial fishing harbours not intended for harbour authority management.
- Controls management and enforcement activities associated with the operation of real property and facilities.
- Identifies, coordinates and recommends the acquisition of real property that is required for management and operation of commercial fishing harbours, as well as to make harbour property marketable for divestiture.

Employee's statement:

I have been given the opportunity to comment on this work description.



Employee's signature



Date

Supervisor's statement:

This work description accurately describes the activities and demands of the position.



Supervisor's signature



Date

Authorization:



Manager's signature



Date

Work Characteristics

Responsibility

(1) Information for the Use of Others

Provides information and advice to various fishing industry stakeholders, the general public and harbour managers with respect to the Small Craft Harbours' program and policies to assess the impact and to develop options for future harbour management. This often involves explaining complicated policies, procedures, and standards which involves transforming information into alternate forms in order that it can be fully understood by a varying audience.

Researches and analyses present harbour information and provides advice to the Area Chief to assess the impact and feasibility of various harbour management options. Makes specific recommendations that can affect the livelihood of individuals and coastal communities.

Provides MANAGERIAL AND OPERATIONAL advice and disseminates information to incorporated Harbour Authorities, and assists harbour authorities and federally appointed harbour managers in developing PROCEDURES AND ASSISTING HARBOUR AUTHORITIES in such matters as preparation of project proposals, business planning, revenue generation, financial and resource planning and management, tax provisions and reporting requirements, property management, legal and enforcement issues, environmental practices and compliance, liability insurance, legislative obligations, technical matters such as construction standards, specifications and methodologies, and administrative matters such as tendering, procurement, contracting for services, inventory control, computer operations and human resource practices to ensure successful operation and economic sustainability.

Gathers, synthesizes, and produces background and site specific information used by the Area Chief in preparing draft ministerial correspondence from a complex variety of information for the Ministerial Correspondence Unit in order to answer specific inquiries directed to the Minister's office. Elaborates on particular issues and conflicts that are politically sensitive and transforms information into concise terms, and in the appropriate tone sought by the Minister, to explain and defend government programs and policies to the Canadian public.

Researches socio-economic and environmental background information and produces environmental assessment reports for projects in accordance with the Canadian Environmental Assessment Act. The reports are made available for general public perusal and critique through the national habitat tracking referral system. Has delegated authority to make decisions to sign-off and approve environmental ratings for minor works projects and property leases and is accountable to the Minister and the general public for such decisions.

Provides general technical advice and assistance to individuals, appointed harbour managers and groups on minor construction and repair projects being considered for structures leased by the Department to incorporated harbour operators, but still under federal ownership. This can involve breaking down complicated construction and permitting processes into simpler step by step operations, as is necessary to ensure individuals and operating groups, have the knowledge and skills they require to successfully complete projects to established regulations, codes, and standards. Provides leadership to HA groups in preparing detailed project submissions which conform to established format and provides the HA with the best chance for funding approval.

(2) Well-Being of Individuals

There is no specific requirement for this.

(3) Leadership of Human Resources

HARBOUR AUTHORITY DEFINITION: A HARBOUR AUTHORITY IS AN INCORPORATED NON-PROFIT GROUP, SEPARATE FROM DFO, WHOSE PRIMARY FUNCTION IS TO MANAGE AND OPERATE SCH FACILITIES LEASED TO THE HARBOUR AUTHORITY FOR A DEFINED PERIOD, USUALLY 5 YEARS. OWNERSHIP OF THE PROPERTY AND FACILITIES REMAINS WITH THE FEDERAL CROWN.

PARTICIPATES AND ASSISTS IN THE COORDINATION OF branch participation in multi-disciplinary groups involving federal and provincial government agencies, working groups, project teams and various client groups to provide information on harbour authority programs and policies, and to develop overall management and business plans for harbour authorities.

PROVIDES ADVICE TO incorporated Harbour Authorities in human resource planning including the recruitment of volunteers, students and employees, and consultants required to support the Harbour Authority program. This includes developing work plans and priorities, proposing terms of reference, evaluating performance and creating alternate plans to accomplish objectives.

Leads Harbour Authorities in business planning, environmental management planning, project proposal formulation, financial management, harbour operations and other management practices to ensure their long-term viability and success.

Provides initial and ongoing training of harbour authority directors and members on such matters as corporate structure and bylaws, business, legal, real property and administrative matters associated with the operation of a Harbour Authority. THIS RESPONSIBILITY IS SHARED WITH REGIONAL STAFF.

Assists the Area Chief and participates in multi-disciplinary project teams consisting of intergovernmental personnel, private consultants and client groups for environmental assessment, design, implementation and management services for a variety of major construction projects, includes proposing and developing terms of reference, negotiating consultant fees, approving contracts, providing ongoing monitoring, and reviewing standards.

Leads and co-ordinates Harbour Authorities in the development of their Environmental Management Plans, approves plan and provides ongoing monitoring to ensure compliance with federal regulations and policies.

Leads, assigns and directs the work of Public Works and Government Services staff ,private consultants, client groups and other contractors involved in construction and maintenance projects. This involves leading and providing direction on project deliverables, direction on timing and alternatives for project implementation, direction on acceptance of work, direction on changes to the scope of work to be undertaken and organization and chairing of discussions to resolve project issues. This activity is not shared for projects up to \$15K and is shared with the Area Chief for projects in

excess of \$15K.

Assists regional staff and the Area Chief in the initial training of new persons in the organization on such matters as corporate structure, administrative practices, business, operational and legal issues associated with the Small Craft Harbours program. This is a shared responsibility.

Provides management and operational guidance to incorporated recipient groups that propose to assume responsibility and eventual ownership of Federal harbours formerly under government jurisdiction. Plans and establishes self directed work teams consisting of interdepartmental representatives to assign divestiture projects. This is a shared responsibility.

(4) Money

BUDGETING:

As a responsibility centre manager, manages, plans and budgets for a construction program as well as an operations and maintenance budget. Provides financial advice and makes recommendations for prioritization of projects, including cost benefit and risk analyses. The incumbent has considerable latitude and flexibility to arrange and manage financial resources to most successfully impact on program deliverables within the area of responsibility.

Participates in area budget preparation and management including providing recommendations for the area Small Craft Harbours' budget, providing financial advice and making recommendations for prioritization of projects, including cost benefit and risk analyses. Plans and budgets for the allocated harbour operation and maintenance budget of the Small Craft Harbours' program. On an ongoing basis monitors status, reallocates funds within budget to compensate for changes, and conducts financial planning, forecasting and reporting. Has considerable latitude to allocate and reallocate funds from one project to another or between harbours.

Provides MANAGERIAL AND OPERATIONAL advice and recommendations to private incorporated harbour authorities, federally appointed harbour managers and recipient groups on preparing and managing operational budgets to ensure their successful operation AND long term sustainability.

MANAGING MONEY FLOW:

Determines and negotiates commercial lease and licence annual rents with private commercial operators based on Treasury rd guidelines and market value appraisals. Monitors and tracks commercial leases and licences issued and payments received, advises the responsibility centre on outstanding accounts and recommends the appropriate action including enforcement and writing off debts. Assists harbour authorities in soliciting financial contributions from other Federal, Provincial, Municipal and private sources for cost-shared projects with private incorporated harbour authorities and recipient groups. Provides ADVICE AND recommendations to private incorporated harbour authorities and recipient groups on devising a service fee schedule, determining commercial sub-lease and licence annual rents, and collection of accounts based on specific site and local market conditions and knowledge of other harbour operations, and to reduce the demand on the Small Craft Harbours program budget.

SPENDING:

Is a responsibility centre manager with full signing authority to allocate funds among line objects and manages construction and an operations and maintenance budget. Identifies, tenders, awards and administers all maintenance and service contracts within allocated budget. Is accountable for expenditures associated with a broad range of activities relevant to harbour management and the operating and administrative resources required to manage the Harbour Authority Program including sole source authority in dealing with harbour authorities. Has freedom to reallocate funds within financial authority and in compliance with Treasury Board guidelines. Identifies, tenders, awards and administers contracts within allocated budget., verifies goods and or services are received and processes progress claims and final invoices. PARTICIPATES AND PROVIDES RECOMMENDATIONS on the real property acquisition budget for the portfolio of harbours. Commits funds and recommends paying funds in the form of grants and contributions and joint project agreements. Purchases goods and services using government credit cards and accounts for all expenditures. Provides advice and recommendations to private incorporated harbour authorities and recipient groups on tendering and contracting for goods and services, as well as processing claims and invoices and auditing requirements. THIS IS A SHARED RESPONSIBILITY.

(5) Physical Assets and Products

Operates and maintains real property, harbour infrastructure and related equipment used by the commercial fishing stakeholders and the public in harbours that are still managed directly by Small Craft Harbours. These assets are extremely valuable and very difficult to replace due to budget limitations and program inflexibility due to commitments to other projects. Safety of harbour users and clients using harbour facilities is of utmost concern to the branch.

Takes temporary custody of, and protects seized equipment, vehicles and vessels, gathered by branch during enforcement actions and investigations, to be used by the Crown during prosecution. This property becomes the responsibility of the branch, cannot be replaced, and is used in court as evidence.

Operates, maintains and cares for assets included in own work such as a personal computer, cellular telephone, office furniture, cameras, files, supplies, and software. These assets are not used by other staff and can be replaced, but at a considerable cost to Small Craft Harbours.

(6) Ensuring Compliance

As an enforcement officer pursuant to the Fishing and Recreational Harbours Act and Regulations, conducts routine inspections of harbour usage including that of fishers, commercial operators, lessors, and the general public to ensure compliance with regulations related to real property and environment issues, in order to ensure the safety of the harbour users general public and to protect the environment. Compliance and enforcement activities are performed by examining a wide range of various options and statutes available to determine the most appropriate course of action. Duties require examining complaints, taking evidence, issuing warnings and recommending whether to pursue prosecution, and providing sworn testimony. Responsibility is shared. conducts on-site audits and evaluations of

Harbour Authorities' business and real property management practices to ensure compliance with the Canada Business Corporations Act and the Small Craft Harbours' lease in order to protect the interests of general public and fishing industry stakeholders in terms of safety and providing nondiscriminatory public access. negotiates compliance schedules and implementation, among a wide number of options available, for violators using own government, precedents and established practices. Consults with supervisor regarding difficult situations.

Conducts on-site audits and response to public complaints pertaining to recipient groups to ensure compliance with the covenants associated with the transfer of real property under the devolution program in order to ensure nondiscriminatory access and that the transferred assets continue to be operated in accordance with the conditions of the transfer agreement. Negotiates compliance schedules and implementation among a wide number of options available for violators using judgment, precedents and established practices. Responsibility is shared.

Skills

(7) Job Content Knowledge

Knowledge of inter-personal communication and negotiation principles, accompanied with problem solving techniques and an ability to analyze complex issues and develop innovative and viable solutions, is required when investigating problems and advising privately incorporated harbour authorities on organizational alternatives, property management and facility development options, business, legal, financial and construction issues

Knowledge of principles, practices, and techniques of leadership to effectively provide and coordinate the efforts of diverse ups towards common goals.

Knowledge of enforcement including investigative techniques and legal processes associated with the application of the Fishing and Recreational Harbours Act and Regulations, maritime, contract, tort and common law is required to carry out enforcement duties, investigate claims against the Crown and to provide specific advice to Harbour Authorities, the general public and management on land control and enforcement issues.

Knowledge of the principles and practices associated with real property management as it relates to custodial Federal property, including legal, administrative, and management techniques, procedures, and responsibilities is required to effectively operate harbours and to provide specific advice to Harbour Authorities.

Knowledge of real property acquisition and disposal methods including legal and property terminology; methods and procedures and the ability to read and interpret survey plans, deeds and descriptions in order to address client and legal requirements for management of harbours and implementation of construction projects.

GENERAL Knowledge of environmental assessment responsibilities and techniques, development and use of safety plans and environmental management plans, harbour standards, regulatory requirements, facility inspection techniques and construction methodologies, including the ability to read and interpret construction drawings and specifications in order to analyze complex situations and provide specific advice to Harbour Authorities, management, contractors, consultants and regulatory agencies. Knowledge of project management, planning, implementation, critical time line analysis, negotiation approaches, and report writing to manage a construction program is also essential to the successful operation of a system of harbour authorities.

Knowledge of principles, practices, authorities, and accountabilities of financial management including processes for budgeting, forecasting, cost benefit analyses, business planning, cost recovery, managing money flow, and conducting expenditures to provide advice to Harbour Authorities and to exercise financial control over allocated budget.

GENERAL Knowledge of financial audit procedures, standards and reports to provide input into and assist in reviewing audit activities.

Requires knowledge of computer software, the internet and data entry programs, including Microsoft Word, Powerpoint, Excel, Explorer electronic mail, National Oracle databases including ABACUS, FRMS, HRTS and SIP in order to gather information, prepare correspondence, produce reports and input data.

(8) Contextual Knowledge

WORK UNIT

Extensive Knowledge of the mandate and priorities of Small Craft Harbours' related to the reduction of operating expenditures through partnerships or devolution exercises and new business arrangements with clients through the Harbour Authority initiative. Knowledge of respective roles of national and regional staff on all management and operational issues is important in developing effective working relationships, selecting the best course of action, and providing a unified approach to issues. Knowledge of investigative techniques to ensure enforcement and evidence gathering procedures are conducted correctly and legally. Knowledge of the media, their interests and unit protocols to ensure accurate information on the activities of the unit are presented accurately and professionally. Knowledge of collective agreements, travel directives, standards, procedures, guidelines and unit culture to provide leadership to staff. Knowledge of inventory control and accountability standards to ensure asset utilization is managed and used for its intended purpose.

DEPARTMENT

Knowledge of the culture, values, organization, mandate, policies, programs and objectives of the department, in support of the departmental vision and oceans strategy initiative in order to provide informed advice and recommendations to Harbour Authorities. Knowledge of departmental policies and contacts and points of reference is required in order to understand a best course of action and how it will impact on the Small Craft Harbours' mandate and program initiatives. Knowledge of the interaction between branches such as finance, communications, personnel, informatics, contracting,

habitat management, and their advisors and directors to ensure contact is made with the person(s) responsible for any particular component of an initiative to ensure information is received in a timely manner.

OTHER DEPARTMENTS

Department of Public Works and Government Services Canada (PWGSC) to understand their role in the disposal of federal government real property to ensure compliance with Treasury Board guidelines; Department of Environment (DOE) to understand the various environmental acts and regulations and to understand and support the role and responsibility of SCH in adhering to environmental legislation, particularly related to land management; Transport Canada , Harbours and Ports directorate, to understand the linkages between its mandate to manage and operate federal commercial ports and the SCH mandate to establish a cooperative working relationship particularly as relates to the operations of harbours with shared jurisdiction. Indian and Northern Affairs Canada (INAC) to understand its mandate and role relevant to associated land claims and real property issues in respect to aboriginal communities. This knowledge is particularly significant to the SCH program in respect to the management and disposal of federal real property at harbours that may be the subject of land claims or related treaties with aboriginal groups; Human Resources Development Canada programs to access financial and human resources to assist in furthering the aims of Harbour Authorities through the development of partnership arrangements. This knowledge is essential in providing the best advice, recommendations and direction to all harbour users in areas where each of these agencies are involved and decisions have to be made on a best course of action on many management issues.

CANADIAN PRIVATE AND OTHER PUBLIC SECTORS

Knowledge of the roles, responsibilities, and programs of Provincial Departments and Municipal units and officials to provide assistance and consultation on the Harbour Authority and divestiture initiatives. Knowledge of the political, cultural, and socio-economic status of the communities in the assigned portfolio to facilitate in the planning for the implementation of the Harbour Authority or divestiture initiatives, and for ongoing service delivery. Knowledge of local politicians, special interest groups and the identity of community leaders to seek and provide consultation on policy issues. Knowledge of the trends and developments in the fishing industry that will impact of the Small Craft Harbours' initiatives, and in order to forecast changes in the management options and levels of service required for commercial fishing harbours.

LEGISLATION / REGULATIONS

Knowledge of the content and underlying principles and intent of the following Acts and Regulations, as they apply to management and operation of real property and facilities, and to be able to minimize risks and to formulate a due diligence legal defense in the event of prosecution for violations of specific statutes and against civil suits:

Fishing & Recreational Harbours Act And Regulations and the Federal Property Traffic Act to manage, to ensure health and safety of harbour users, provide advice to lessees and Harbour managers and users, to implement construction and repair projects, and to acquire and divest property.

Canada Business Corporations Act (Part 2) to ensure compliance under the Act by the Harbour

Authorities to maintain their legal incorporation entity and ensure that the necessary reports and documentation is received from the Harbour Authorities.

Provincial and territorial acts, regulations, policies and procedures governing environmental protection and habitat management to ensure compliance of harbour transfer and management activities.

Financial Administration Act to ensure compliance of lease agreements, real estate transactions, construction and surveying projects, procurement, invoicing and expenditure procedures.

Federal Real Property Act and Regulations to conduct, monitor and evaluate land acquisition, leasing and disposal.

Federal and provincial legislation, property law, contract law and leasing procedures to ensure that transactions are appropriately managed in their respective jurisdictions.

Federal and provincial legislation and agreements governing transfer of lands, resources and programs to First Nations to ensure that SCH agreements are in compliance.

Federal laws governing environmental protection, enforcement and the safe and responsible operation of harbours (e.g., Navigable Waters Protection Act, Canada Shipping Act, Canadian Environmental Assessment Act, Environmental Protection Act, Harbours and Ports Act, Public Works Act) to manage operations, and to ensure that the Crown's interests are defended in construction and real estate transactions.

(9) Communication

COMMUNICATION OUT:

Presentation and public speaking skills are required when articulating policy information, reports, and recommendations to fishing industry stakeholders and public clients. This often requires interpreting policy in order to present arguments and dissuade individual biases as well as explaining and altering specialized legal and technical terminology so that it can be fully comprehended by various audiences.

Verbal and presentation skills are required to negotiate leasehold interests with incorporated groups and commercial operators. This requires skill in interpreting Treasury Board guidelines and explaining specialized legal terminology in order that information can be fully comprehended by the lessee. This requires skill to negotiate and persuade the lessee with respect to specific clauses in the lease, lease boundaries, and lease rates.

Writing skills are required to prepare correspondence to clients and to prepare various reports, draft background and site specific information necessary for ministerial correspondence and fact sheets. This requires skill in interpreting information and explaining complicated and sensitive issues.

Verbal skills are required to present the assigned functions in wide ranging consultations with client groups, regional officials, and other government departments to explain policies, priorities and activities, negotiate issues, obtain input and gain agreement and cooperation to handle sensitive situations. Depending on the client groups, the message must be altered and simplified in order to be

understood and effective.

COMMUNICATION IN:

Active Listening skills to interpret body language, tone of language and other non-verbal communications, recognizing the different meanings these have for persons of different cultural origins and on the basis of the circumstances in which the information was provided, to understand the intent and the complexities of the message being transmitted by people with whom the individual must interact within the Department., clients, fishing industry representatives, service providers, other governmental organizations, and non-governmental organizations in developing networks and partnerships to provide quality client services. Due to the complexity of the message and terminology, the emotional and confrontational circumstances and environment in which interactions evolve and the variety of audiences, an understanding of the implicit component of the message is as important to the meaning of the message as the explicit component. Observation skills to read between the lines when conducting public information sessions and to adjust delivery to the respective mood of the audience.

Reading and interpretive skills to gather and synthesize key information from legislation, departmental policies and directives, contracts, surveys, leases, complex and ambiguous common law, legal documentation and then presenting information in a format and terminology that can be easily understood and utilized by the staff, general public, Harbour Authorities, organizations, clients, and community representatives, to promote comprehension and awareness and to ensure that the requirements for the development, management and enforcement of the SCH program is understood.e. Reading skills to digest information and demands from groups or individuals and review proposed responses to ensure that they contain accurate information.

Listening and interpretation skills are required when receiving information and feedback from industry representatives, the Area Chief, colleagues and contractors in order to retain salient points, synthesize information on complex issues, and gauge underlying intentions.

(10) Motor and Sensory Skills

In the course of travel and enforcement duties, there is a requirement for dexterity and coordination to embark and disembark vessels, and land vehicles while carrying equipment, and to inspect harbour infrastructure.

Manual dexterity and coordination skills are required for the daily operation of a computer keyboard in the preparation of correspondence, reports and inputting data. Dexterity is required to operate other office equipment such as photo copiers, fax machines and cellular telephones.

Effort

(11) Intellectual Effort

UTILIZING strategies, practices and approaches to govern the negotiation and consultative processes with fishing industry stakeholders and the public involved in the implementation of the Harbour Authority policy. The work is performed under departmental time line pressures to achieve imposed goals, involves dependence on other government departments and agencies, client pressures for information, conflicting stakeholders interests and changing policy interpretations.

Analyzing the associated business and operational plans of the established Harbour Authorities to evaluate their effectiveness from a management, operational, business, and legal perspective and directing corrective measures through consultation or direct intervention. This work is performed under time line pressures imposed by the department, individual biases against the department, and client reluctance to change to comply with directives.

Negotiating the resolution of differing interpretations as they arise in the administration of harbour authorities, including enforcement procedures, data collection, and collection of revenues from fees and services. The work is performed without the benefit of established practices and precedents and without the availability of human resources required to meet imposed goals and deadlines.

Intellectual effort must be applied in the management of a construction program to analyze requirements for program expenditures, prioritize project requests for funding, and for the preparation of project proposals. The work is performed under time line pressures imposed by the department and clients, weather and climatic conditions, and the dependence on other government departments and agencies. There is a constant requirement to analyze an on-going number of project requests, seek or create solutions from a large number of options, and to make unbiased funding decisions with limited program funding.

Managing a minor construction program under tight work schedules, funding pressures and ever increasing service demands can be quite complicated when consideration must be given to construction standards, available working season for marine projects, developing environmental requirements, as well as concerns and priorities of other federal and provincial regulatory agencies. In addition, fishing seasons, quotas, vessel and gear types must be fully understood to meet client needs. The analysis of this information is complex and time consuming and the incumbent is required to develop construction options taking all these concerns into account. This is further complicated by a natural resistance to accept anything new or of a different standard than clients have been used to in the past.

UTILIZING strategies and options unique to each situation in order to conduct sensitive negotiations with client groups regarding the short and long term development, management and divestiture of real property. The work is performed under departmental time line pressures to achieve imposed goals, dependence on other government departments and agencies, client pressures for information and legal interpretations, conflicting stakeholders interests, and negative public opinion against overall government fiscal restraint and downloading policies.

(12) Sustained Attention

The work requires long periods of sustained attention when operating a motor vehicle in order to

concentrate on the road while driving. There are frequent interruptions with calls from cellular telephones which increase the risk of accidents. This work takes up to twenty percent of the incumbent's time on an ongoing basis, due to the geographic size of the area of responsibility.

The requirement to maintain attention while attending public and internal business meetings as a leader and participant requires sustained attention to comprehend and interpret information and to contribute effectively to a variety of complex initiatives and concerns. These activities consume twenty five percent of the available time.

The requirement to read, comprehend and respond to a variety of correspondence demanding different levels of interpretation and levels of response, consume twenty five percent of the available time.

(13) Psychological/Emotional Effort

Psychological/emotional effort is needed to remain impartial and composed when dealing with conflicts and disagreements in discussions with Harbour Authorities, community representatives, user groups and contractors to obtain and exchange information regarding operational issues or enforcement and safety incidents. Due to the sensitivity of the commercial fishing industry, sometimes emotions can run high and there is little or no control over the number of clients, duration and frequency of incidents or how individuals choose to express their emotions. Enforcement activities can be very sensitive and may result in a very emotional or hostile reaction and interaction from those involved. Where clients believe that their livelihood is being threatened, there are strong emotional reactions and persons tend to act first and think of the consequences later. Every incident must be assessed independently and the incumbent has no way of predetermining public or individual reaction to enforcement interventions. Diplomacy is required often to deflect criticism directed at other programs and to avoid disclosing confidential information.

Psychological/emotional effort is required to deal factually and promptly with sensitive, highly political and controversial issues relating to the development, management and enforcement of the Small Craft Harbours program and to respond to questions presented by representatives of industry related organizations or their legal representatives who have concerns with decisions rendered and other issues, and to explain and defend political and departmental direction, policies and regulations. In many instances, the information that the incumbent is dealing with is very politically sensitive. The interaction with Harbour Authorities, fishing industry representatives, project committees, partners and stakeholders, task groups or individuals creates considerable psychological and emotional pressure due to strong and varied points of view and opposing positions. Individuals making requests in person or by telephone, or in reaction to information provided that is in opposition to their position, can become hostile, abusive, threatening, or very emotional; under these circumstances, it is necessary to keep a professional composure, be empathetic but not become emotional, and bring the issue and conversation to a fruitful resolution. Considerable judgement is required to assess and analyze situations and quickly respond with appropriate solutions to address issues, which causes psychological pressure.

(14) Physical Effort

On a daily basis, the work involves long periods of sitting to read a variety of hard copy and electronic information, to operate a personal computer and to analyze problems and offer suggested solutions.

On a frequent basis, the work involves visiting harbour locations where construction activity is occurring, climbing on and off vessels, wharves and harbour facilities to carry out facility inspections. This requires the provision of protective and safety equipment including safety boots, life jackets, gloves and hard hats.

There is a weekly requirement to attend meetings and stand for long periods of time in directing discussions or to sit for extended periods recording information.

There is a frequent requirement to visit remote harbour locations and communities to attend meetings. This involves prolonged periods of driving alone and sitting in one position, as well as a requirement to travel on helicopters, small planes and vessels.

The work requires stamina and concentration to work extended and irregular hours to meet operational demands and accommodate client needs.

Working Conditions

(15) Work Environment

Psychological Work Environment:

The work is performed in both an office and external environment. There is a continuous requirement to deal with imposed deadlines from the completion of reviews, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, and politically sensitive issues associated with programs and policies.

The work involves attending on site meetings at many varied locations with community groups, Harbour Authorities, and the general public several times a week, many of which are of a sensitive nature and pose a requirement to deal with angry, distressed, and confrontational people in enforcement situations.

Physical Work Environment:

The work involves continuous exposure to noise and frequent interruptions from staff, callers, and visitors, as well as exposure to glare from computer monitors during long periods of keyboarding. The work also involves continuous exposure to harbour and construction sites. The on site work involves continuous exposure to inclement weather, extremes of heat and cold, dust, fumes and noise. Occasionally there is a requirement to climb ladders, board vessels and walk over rough terrain in all weather conditions. There is a requirement to wear safety and protective clothing when visiting construction sites and inspecting harbour facilities.

There is a frequent requirement to work unpredictable and uncontrollable hours to deal with time lines imposed by third party meetings and/or locations. The work involves attending occasional meetings in sometimes remote harbour locations. Many incidents result from extreme weather conditions and must be inspected and resolved during the event.

The work requires extended periods of driving alone, and in all weather conditions, both day and night.

(16) Risk to Health

Repeated travel on a weekly basis involves driving a vehicle for extended periods of time, often to remote locations during inclement weather and on sub-standard road conditions, causes muscular pain in the back and shoulders, eye strain and fatigue and increases the risk of highway accidents.

Daily exposure to continuous meetings and phone calls, imposed deadlines, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, politically sensitive issues, and uncontrollable hours cause high stress levels that can lead to severe psychological and physical problems.

Visiting remote harbour locations alone and carrying out inspections of unsafe and derelict harbour infrastructure poses a risk to personal safety.

The office work environment is characterized by occasional visits from angry, distressed and confrontational individuals or groups of people that sometimes take over the office for extended periods of time. The unpredictability of this type of working environment leads to stress and anxiety, as such disruptions affect imposed deadlines and client service and increases the possibility of physical confrontations.

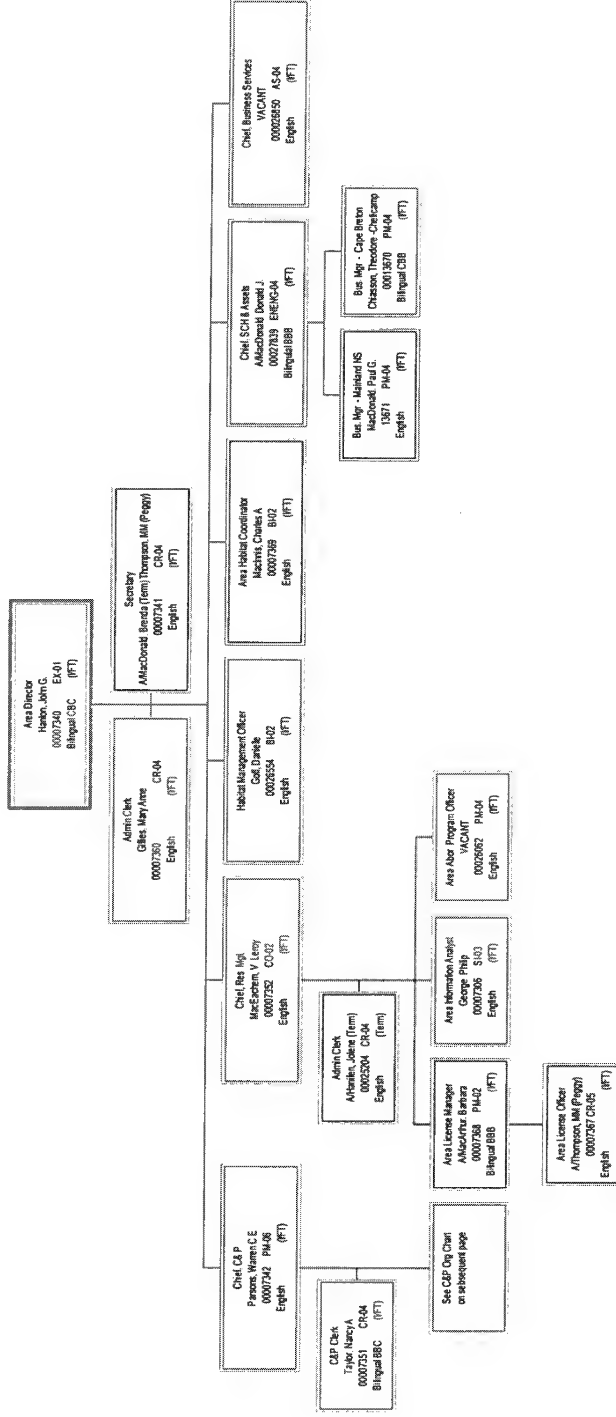
There is occasional exposure when confronting individuals or groups of people to carry out enforcement roles. This type of work leads to stress and anxiety, as often such individuals are agitated, threatening and confrontational, and poses the risk of physical harm.

The frequent use of finger and wrist muscles to enter data on a computer keyboard and produce correspondence, reports, environmental screening, contribution documents, can cause muscular pain.

GULF NOVA SCOTIA (Page 1 of 2)

Located in Antagonish (Unless Noted)

As of April 1, 2001



Legend:
A = Acting
I = Indeterminate
FT = Full-time

- Area Habitat Co-ordinator re-class awaiting formal announcement.
- Area Licensing Manager position vacant with staffing action pending
- Area Oceans MPA Liason Officer, Paul Boyd (BI-02), not on chart. It is expected he will report within the Area Office structure.

Leroy MacEachron
A/Area Director

Date Dec 6th/01

Antigonish OK

Boudreau, Mireille

From: Boudreau, Mireille
Sent: Monday, December 17, 2001 2:02 PM
To: Hartinger, Lisa

Importance: High
Sensitivity: Confidential

#1. Please pull the following 2 positions files, and set them aside with this email, as we will very soon be processing:

- changes in reporting relationships
- positions reclassifications PM-03 to PM-04:

<u>Vacant (ongoing competition):</u>	<u>Region:</u>	<u>New reporting Relationship to:</u>
27261	Maritimes	ENG-04 27831 Mike Britten (AD's Office org, Sydney, NS)
27262	Maritimes	ENG-04 27840 Vacant (AD's Office org, Yarmouth, NS)

The changes in reporting relationships and the position reclassifications are effective retroactive to the date that these Business Managers positions were created.
"AD" stands for "Area Director".

#2. Please pull the following 11 position files, and set them aside with this, as we will very soon be processing:

- changes in reporting relationships
- positions PM-03 to PM-04 reclassifications
- incumbent PM-03 to PM-04 reclassifications

<u>Incumbered posn:</u>	<u>Region:</u>	<u>Incumbent:</u>	<u>New reporting Relationship to:</u>
7388 13667	Gulf	A. Noel	ENG-04 27838 Vacant (AD's Office org, Tracadie, NB)
13665	Gulf	J. Kelly	Stays PM-05 7388 Morrissey (AD's Office)
org, Ch'town, PEI)			
13666	Gulf	D. Thibodeau	Stays PM-05 7388 Morrissey (AD's Office)
org, Ch'town, PEI)			
13668	Gulf	R. Duplessis	ENG-04 27838 Vacant (AD's Office org, Tracadie, NB)
13669	Gulf	J. Garnett	ENG-04 27832 Vacant (AD's Office org, St. Andrews, NB)
13670	Gulf	T. Chiasson	ENG-04 27839 Vacant (AD's Office org, Antigonish, NS)
13671	Gulf	P. MacDonald	ENG-04 27839 Vacant (AD's Office)
org, Antigonish, NS)			
13672	Maritimes	W. Hall	ENG-04 27840 Vacant (AD's Office org, Yarmouth, NS)
13673*	Maritimes	A. Sweeney	ENG-04 27840 Vacant (AD's Office org, Yarmouth, NS)
13674*	Maritimes	W. Newman	ENG-04 27831 Mike Britten (AD's Office org, Sydney, NS)
20612	Maritimes	W. Malloy	ENG-04 27840 Vacant (AD's Office org, Yarmouth, NS)

(*I have 13673 and 13674 with me already.)

#2 is effective April 1, 2004.

SPECIAL NOTE:

i) **We do classification actions for positions in the Gulf. You will be co-ordinating with our counterparts in the Gulf (Moncton, NB) - Patricia Gaudet is the HR Advisor 506-851-6960 (I can't recall her assistant's name). If the position files for the Gulf positions are not in our file room, they are likely with Pat in Moncton. We can still do the work from here and just send Pat the paperwork to file. We should co-ordinate with Pat of course.**

ii) **When we do this work (#1), I would like all the paperwork to be on each & every of the relevant position files ok. I'm putting the paperwork together, and we can get together**

when I've got it all in order.

Tha. s.

Mrs. Mireille L. Boudreau, B.B.A.

HR Advisor - Conseillère en ressources humaines

Human Resources Branch - Direction des ressources humaines

Fisheries & Oceans Canada - Pêches et Océans Canada

P.O. Box 1035

C.P. 1035

176 Portland Street

176 rue Portland

Dartmouth, NS B2Y 4T3 Dartmouth, (N-É) B2Y 4T3

Phone: (902) 426-2761 Tél: (902) 426-2761

Fax: (902) 426-8910 Téléc: (902) 426-8910

Email/Courriel: BoudreauML@mar.dfo-mpo.gc.ca

DeForest, Janice

From: Beaubien-MacLean, Marguerite
Sent: Friday, November 23, 2001 11:28 AM
To: Hanlon, John; vanHelvoort, Gus; Rose, Carol Ann (FHM); Surette, Tim; Boucher, Rheal; Gaudet, Sandra; MacDonald, Roddie A
Cc: Boudreau, Mireille; Langille, Michelle; Gaudet, Patricia; Theriault, Serge; Colbert, Anne; DeForest, Janice; Smith, Heather
Subject: SCH Business Manager

As per Serge's e-mail to you of last week, the following is to confirm that the SCH Business Manager position will be reclassified PM-04 (based on relativity with Nfid). We have the HR request, but no signed WD's nor org charts. The org charts submitted with the request show the positions reporting to the old PM-05 and were unsigned. These need to be updated.

As for effective date, my understanding is that April 1 2001, is the suggested date, which coincides with the creation of the ENG-04 positions. (Given the changing role of the Chiefs - ENG -04, Serge put a case forward that the Business Managers now have a greater role and responsibility in negotiating with Harbour Authorities.).

We need confirmation of the effective date, signed WD's and org charts before proceeding with the reclassification of the positions. As well, please advise if any language or security requirements are to be changed. Once documentation received, TB 330's will be issued, with changes in reporting relationships amended, where required. As for the reclassification of the incumbents, we need a SOQ; however, in consultation with Mireille, suggest you use the SOQ that had been developed for the staffing of the vacant Business Manager and provide a written statement that incumbent meets all of the requirements as identified on the SOQ.

For any additional information, **please contact Mireille for Maritimes and Patricia for Gulf**. Mireille will look after the reclassification of all positions (Maritimes and Gulf) and the reclassification of the Maritimes region incumbents, while Patricia will look after the reclassification of the Gulf region incumbents. Old Chief PM-05 positions will be deleted once they are permanently vacated (do not show these on your org charts, exception PEI maybe).

Thank you for your patience...

Marguerite Beaubien-MacLean
Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Beaubien-MacLean, Marguerite
Sent: Wednesday, September 12, 2001 1:34 PM
To: Hanlon, John
Cc: MacDonald, Donald; Leblanc, Marie; Gaudet, Patricia; Theriault, Serge; Girouard, Maurice; Reedie, Penny; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheal; Gaudet, Sandra; Surette, Tim
Subject: RE: Job Description: Chief, SCH/Assets

I have asked Nfid to send me a copy of the WD . More often than not in cases like these, the duties/responsibilities and the organizational structure are different enough to warrant different classification decisions. We will compare both WD's when we receive Nfid's and advise you of our findings. In the interim, we will not issue the TB 330's.

Marguerite Beaubien-MacLean
Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Hanlon, John
Sent: Wednesday, September 12, 2001 8:50 AM
To: Beaubien-MacLean, Marguerite
Cc: Donald MacDonald; Marie Leblanc; Patricia Ann Gaudet; Serge Theriault; Maurice Girouard; Penny Reedie; Carol Rose; Gus vanHelvoort; John Hanlon; Rheal Boucher; Sandra Gaudet; Tim Surette
Subject: RE: Job Description: Chief, SCH/Assets

Margurite:

Further my notes yesterday I am aware that the NFLD WD's for these positions have been classified at the PM-04 level. As you may be aware this has been a longstanding issue with Gulf / Maritime staff in these positions. I fully anticipate a classification grievance if the current results stand. Is there an opportunity to review this decision given the NFLD WD's??

If these positions are only a few points from the PM-04 level and the NFLD Positions are PM-04 level it would seem appropriate to take a second look.. When submitting this WD it is my belief that all AD's were anticipating and supporting a PM-04 outcome. I know I was.. Unfortunately in this business you can't ask for what you want you have to roll the dice.

I would certainly support taking a second look at this and ask my fellow AD's to advise you if they support this as well.

John Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893

-----Original Message-----

From: Beaubien-MacLean, Marguerite
Sent: Tuesday, September 11, 2001 9:43 AM
To: Hanlon, John
Cc: Girouard, Maurice; Theriault, Serge; Reedie, Penny; Boudreau, Mireille; Leblanc, Marie
Subject: RE: Job Description: Chief, SCH/Assets

The six Area Directors gave their unanimous support to have this most recent version of the WD classified in today's classification standards (copies of their e-mails were attached to the request from Serge). Despite the fact a previous version of this WD had been classified in April 2000 (grieved but then withdrawn), we agreed to classify it again as it was my understanding that this WD was a more accurate description of the work. The ratings show a strong PM-03 (unchanged).

There is no reason to delay issuing the TB 330, as you are discussing adding new duties, not suggesting that the WD is inaccurate. If you submit yet again for classification review, you will need to clearly identify the additional duties, and the effective date you intend to assign these. We will only look at those and establish whether they are significant enough to warrant another classification review. You will need to ask yourself whether adding new duties makes good business sense, or is intended strictly to achieve a higher classification level.

Marguerite Beaubien-MacLean
Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Hanlon, John
Sent: Tuesday, September 11, 2001 8:10 AM
To: Beaubien-MacLean, Marguerite
Cc: Donald MacDonald; Maurice Girouard; Serge Theriault; Burry, Claude
Subject: RE: Job Description: Chief, SCH/Assets

Hi Marguerite:

Thank you for this. I was surprised and disappointed at the level of the Business Manager's position. I was advised that this position would rate maybe a high PM 04 or even higher. Was the rating a strong PM-03?? Is there an opportunity to adjust here before the TB330's go out.

I believe we should consider adding Real Property responsibilities and in particular give formal OSH duties to these positions.

Maurice what do you think??

Jo. Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893

-----Original Message-----

From: Beaubien-MacLean, Marguerite
Sent: Monday, September 10, 2001 6:27 PM
To: Gaudet, Sandra; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheel; Hanlon, John; Clarke, Alan J (Yarmouth)
Cc: Reddie, Penny; Girouard, Maurice; Leblanc, Marie; Langille, Michelle; Boudreau, Mireille; Surette, Tim
Subject: RE: Job Description: Chief, SCH/Assets

The Area Chief SCH/Assets position has been classified ENG-04. As such it will be established as a new position. The Business Manager positions reporting to it have remained at the PM-03 level. TB330's will be issued to confirm this as well as ensure these positions show under the respective Area Director. But given the backlog due to strike and vacation, it may be a while before we get to it. I thought you would want to know so that you can at least start working on your staffing strategy. Please discuss this with Michelle for the Chief position, and Mireille for the Bus. Manager.

We will be using the attached e-mail as the instructions for reporting relationships and org id's. Marie, if you wish we can issue TB330 for Antigonish and Shediac, but I understand structure for Charlottetown remains as is until further notice. Let me know.

<< File: FW Area Director Model.rtf >>

Marguerite Beaubien-MacLean
Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Beaubien-MacLean, Marguerite
Sent: Thursday, August 09, 2001 9:15 AM
To: Girouard, Maurice; Hanlon, John
Cc: Reddie, Penny; Leblanc, Marie; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheel; Gaudet, Sandra; 'Surette, Tim'
Subject: RE: Job Description: Chief, SCH

The classification level will help in determining if this is a new position or a reclassification. I have not yet seen the WD, but I understand the desire is for an ENG. If the classification ends up an ENG, we would be hard pressed to say that it is the same position with enhanced duties, ie reclassification. For the classification to go from PM to ENG, means a substantial change in the nature of the position, thus meaning a new position. If it stays PM, we need then to look at the changes to determine if substantial enough to call it a new position. If it stays PM but is made up of half the old PM and half the old ENG, it would be a new position, especially where there are current incumbents of both the PM and ENG groups.

If a reclassification, incumbent needs to meet the requirements of the SOQ, but no competition.

If a new position, position is staffed by competition or, if not considered a promotion, can be staffed by deployment, (unless of course we are in a reverse order of merit situation....).

As you can see, there could be many scenarios. First thing is to get the WD classified. Once I receive confirmation from each Area Director, indicating unanimous consent, preferably via a signed WD as per my discussions with Penny and Maurice, we will get a classification decision underway. After that, we can discuss staffing strategy.

Marguerite Beaubien-MacLean
Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Girouard, Maurice
Sent: Wednesday, August 08, 2001 2:27 PM
To: Hanlon, John
Cc: Reedie, Penny; Beaubien-MacLean, Marguerite; Leblanc, Marie; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheal; Gaudet, Sandra; Surette, Tim; Leblanc, Marie
Subject: RE: Job Description: Chief, SCH

Marguerite will enlighten us on this, thanks.

-----Original Message-----

From: Hanlon, John
Sent: August 8, 2001 2:17 PM
To: Girouard, Maurice
Cc: Reedie, Penny; Beaubien-MacLean, Marguerite; Leblanc, Marie; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheal; Gaudet, Sandra; Surette, Tim; Marie Leblanc
Subject: RE: Job Description: Chief, SCH

Maurice / Margurite:

Is it clear yet whether these will be reclassifications where the incumbents meet the SoQ's or are these considered new positions thus requiring competitions??

*John Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893*

-----Original Message-----

From: Girouard, Maurice
Sent: Wednesday, August 08, 2001 2:08 PM
To: Hanlon, John
Cc: Reedie, Penny; Beaubien-MacLean, Marguerite; Leblanc, Marie; Carol Rose; Gus vanHelvoort; Rheal Boucher; Sandra Gaudet; Tim Surette
Subject: RE: Job Description: Chief, SCH

Thanks John. Marguerite feels you could now proceed and do the staffing of that position for your group. Marguerite is now classifying the position but needs your signature on the staffing request which will confirm your agreement. Please proceed, thanks.

-----Original Message-----

From: Hanlon, John
Sent: August 7, 2001 11:42 AM
To: Maurice Girouard
Cc: Penny Reedie; Donald MacDonald
Subject: FW: Job Description: Chief, SCH

Hi Maurice:

This is to confirm that I have reviewed the new work description for the Area Chief SCH and RPAM and concur that it reflects the nature and duties of the position as I understand them to be based on our previous agreement.

*John Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893*

-----Original Message-----

From: Reedie, Penny
Sent: Tuesday, August 07, 2001 9:31 AM
To: Hanlon, John; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Murphy, Mike (BIO); Surette, Tim
Cc: Girouard, Maurice

Subject: RE: Job Description: Chief, SCH

Yes.

Please provide your comments on the WD directly to Maurice, with a copy to me. The WD should accurately reflect the nature and duties of the position.

I will arrange with Regional HQ to review the new WD, compare it to the existing one, and advise on any classification change.

I would also appreciate your earliest attention to this initiative .

Thanks everyone.

Penny

-----Original Message-----

From: Hanlon, John
Sent: August 7, 2001 9:02 AM
To: Reedie, Penny
Cc: Maurice Girouard
Subject: RE: Job Description: Chief, SCH

Hi Penny:

Got a note on Aug 01 from Maurice asking AD's to submit the WD to their respective regions for classification and staffing.

If we do this it may mean each region would be classifying the new wd independently. Is there a way to avoid this??

*John Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893*

-----Original Message-----

From: Reedie, Penny
Sent: Thursday, August 02, 2001 10:32 AM
To: vanHelvoort, Gus; Murphy, Mike (BIO); Rose, Carol Ann (St. Andrews); Surette, Tim; Hanlon, John
Subject: Job Description: Chief, SCH

Any comments on the draft description?

I'd like Maurice to send it to HR for classification as soon as Area Directors agree that the document reflects the actual work to be done and the skill sets required to do it.

Penny



Fisheries and Oceans
Canada

Pêches et Océans
Canada

s.19(1)

PROTECTED when completed
PROTÉGÉ une fois rempli

HUMAN RESOURCES SERVICE REQUEST

DEMANDE DE SERVICE EN RESSOURCES HUMAINES

1. BASIC INFORMATION / RENSEIGNEMENTS GÉNÉRAUX					
Directorate/Branch/Division - Direction générale/Direction/Division Corporate Services, Small Craft Harbours			Designator or Station N° - Sigle ou numéro de poste de courrier		
Financial Code - Codage Financier 2K800			Position Location - Lieu du poste Antigonish, Nova Scotia		
Position N° - N° du poste 13671		Group/Level - Groupe/Niveau PM 04		Position Title - Titre du poste Business Manager	
Position N° of supervisor N° du poste du surveillant 27839		Name and title of supervisor - Nom et titre du surveillant Chief, SCH & Assets			Telephone N° - N° de téléphone (902) 863-5670
2. CLASSIFICATION (Action Requested / Action Demandée)					
<input type="checkbox"/> New Indeterminate Position Nouveau poste indéterminé		Effective Date Entrée en vigueur Y-A M D-J		From - De Y-A M D-J	
<input checked="" type="checkbox"/> Reclassification		Effective Date Entrée en vigueur 2001/04/01		To - À Y-A M D-J	
<input type="checkbox"/> Review and update Révision et mise à jour		<input type="checkbox"/> Term Position Prolongation d'un poste déterminé		<input type="checkbox"/> Deletion of Position Abolition d'un poste	
Position excluded from collective bargaining Poste exclu des négociations collectives		No <input type="checkbox"/> Yes <input type="checkbox"/>		Is position vacant? Ce poste est-il vacant? No <input type="checkbox"/> Yes <input type="checkbox"/>	
3. LANGUAGE REQUIREMENTS OF POSITION - EXIGENCES LINGUISTIQUES DU POSTE					
<input checked="" type="checkbox"/> English essential Anglais essentiel					
<input type="checkbox"/> French essential Français essentiel					
<input type="checkbox"/> English or French essential Anglais ou français essentiel					
<input type="checkbox"/> Bilingual Imperative Bilingue impératif					
<input type="checkbox"/> Bilingual Non-imperative Bilingue non-impératif					
If imperative, state reason Si impératif, donnez la raison					
<input type="checkbox"/> "P" Designator Identification "P"					
<input type="checkbox"/> Significant Operational Impact Portée opérationnelle importante					
<input type="checkbox"/> Indispensable Position Poste indispensable					
<input type="checkbox"/> Term Appointment Nomination - Période déterminée					
Communication requirements Exigences de communication			Linguistic profile Profil linguistique		
Serv. to public Serv. au public			English and French Anglais et français		
Pers. serv. Serv. au pers.			English only Anglais seulement		
Centr. serv. Serv. central			French only Français seulement		
Sup. func. Fonc. surv.			English or French Anglais ou français		
Griev. Griefs			R-L W-E O/I/O		
Other Autres			R-L W-E O/I/O		
			%		
4. SECURITY REQUIREMENT OF POSITION - EXIGENCE D'AUTORISATION DE SÉCURITÉ DU POSTE					
<input type="checkbox"/> Basic Reliability Vérification de base de la fiabilité					
<input checked="" type="checkbox"/> Enhanced Reliability Vérif. approfondie de la fiabilité					
<input type="checkbox"/> Confidential Confidentiel					
<input type="checkbox"/> Secret Très secret					
5. STAFFING - DOTATION					
ACTION REQUESTED - ACTION DEMANDÉE					
<input type="checkbox"/> Competition Concours		<input checked="" type="checkbox"/> Reclassification		From - De Y-A M D-J	
<input type="checkbox"/> New acting appointment Nouvelle nomination intérimaire		<input type="checkbox"/> Deployment Mutation (Déploiement)		To - À Y-A M D-J	
<input type="checkbox"/> Extension of acting appointment Prolongation d'une nomination intérimaire		<input type="checkbox"/> Transfer Mutation (Nomination)		Other (specify) Autre (spécifiez)	
Present Acting Nomination intérimaire		Effective - Entrée		Expiry - Expiration	
Reason - Raison		Weekly Hours of Work Nombre d'heures de travail hebdomadaires		Condition(s) of Employment / Conditions d'emploi	
<input checked="" type="checkbox"/> Full Time Temps Plein		<input type="checkbox"/> Part Time Temps partiel		<input type="checkbox"/> General physical examination Examen physique général	
<input type="checkbox"/> Seasonal Saisonnier		<input type="checkbox"/> Full Time Temps Plein		<input checked="" type="checkbox"/> Travel Voyage	
		<input type="checkbox"/> Part Time Temps Partiel		<input checked="" type="checkbox"/> Overtime Heures supplémentaires	
		<input type="checkbox"/> Seasonal Saisonnier			
EMPLOYEE INFORMATION (if applicable) - RENSEIGNEMENTS SUR L'EMPLOYÉ(E) (au besoin)					
Surname - Nom de famille MacDonald		First Name - Prénom Paul G.		Substantive Position No. N° du poste d'attache	
Designator or Station N° Sigle ou numéro de poste de courrier		Dept. - Min. DFO		13671	
Region Maritimes		Name / Nom		Compensation Specialist / Spécialiste en rémunérations et avantages spéciaux	
Status - Statut <input checked="" type="checkbox"/> Indeterminate Indéterminée		Telephone N° / N° de téléphone		Fax N° / N° de fax	
<input type="checkbox"/> Term Déterminée		Priority Priorité		Casual Emploi temporaire	
<input type="checkbox"/> Full Time Temps Plein		Student Programs Programmes étudiants			
<input type="checkbox"/> Part Time Temps Partiel					
<input type="checkbox"/> Seasonal Saisonnier					
6. REMARKS - REMARQUES					
7. DOCUMENTS ATTACHED - DOCUMENTS CI-JOINTS					
8. RESPONSIBILITY CENTRE MANAGER'S AUTHORIZATION - AUTORISATION DU GESTIONNAIRE DU CENTRE DE RESPONSABILITÉ					
Once authorized, send original to Finance and a copy to Security / Faire parvenir ce document aux finances une fois autorisé ainsi qu'une copie à la sécurité.					
Name - Nom Donald Mac Donald		Title - Titre Chief, SCH & Assets		Signature <i>Donald Mac Donald</i>	
Date 06/12/01					
SECURITY - SÉCURITÉ (Security use only - Réservé à la sécurité)					
Approved Level Niveau approuvé		Confirmation of level Confirmation du niveau		Signature	
Position / Poste		Employee - Employé(e)		Date	
Level - Niveau		Date			

Report ID: GC7PM015

AS OF DATE / EN DATE DU : 1998-09-13

Position / Poste : 00060959 Business Manager
Work Description / Description de travail : 0000037199 Business Manager

----- P o s i t i o n I n f o r m a t i o n / D o n n é e s s u r l e p o s t e -----
Effective Date / Date effet : 1998-09-13
Action Reason / Motif action : UPD Update a Position / Mise à jour données poste
Abolish by/End of Term / Proch. rév./abolition :
Business Unit / Entité : CNDFO Fisheries & Oceans BU / Pêches & océans entité
Job Code / Code emploi : 516929 Business Manager
Reg/Temp / Permanent/temp. : R Regular / Permanent
Full/Part Time / Temps plein/partiel : F Full-Time / Temps plein
Manager Level / Niveau direction : 8 All Other Positions / Autres postes
NOC / CNP : 1221 Administrative Officers / Agents administratifs
Location / Emplacement : 121402 Antigonish
Geographic Location / Lieu géographique : 1214002 ANTIGONISH
Department / Service : 62900 Chief, SCH, NENS
Reports To / N° poste responsable : 00050793 District Manager
Security / Sécurité : 2 Reliability / Fiabilité
Applied By ID / Appliquée par (Id) : 067146 Yvonne Dominey
Applied By Date/ Appliquée par (Date) : 1996-09-25
Remarks / Commentaires :
Previous Position No./No. poste antérieur : 00013671

----- D e c i s i o n I n f o r m a t i o n / D o n n é e s s u r l a d é c i s i o n -----
Decision # / N° décision : 0000054688 Effective Date / Date effet : 1997-04-01
Decision Reason / Motif décision : L
Class Code / Code classification : PM 03
Function / Fonction : /
Eval Process / Processus évaluation : 01 W/O Comm. / SansComité
Posn Class Auth / Autor. classif. poste : 2 Departmental / Ministère
Class Accred # / N° accréd. classif. : 98018 Darlene Nelson
Class Auth Dt / Date autor. classif. : 2000-04-04
Next Review Dt / Date proch. rév. : 2005-04-04
Remarks / Commentaires :
Management-Directed Classification Decision/
Décision Dirigée par la gestion : N

----- F a c t o r C o d e C o o r d i n a t e P o i n t s / C o d e f a c t e u r C o o r d o n n é e s P o i n t s -----
Factor Coordinate Points / Code facteur Coordonnées Points
Code Description / Description Coordinate Points
Facteur Coordonnées Coordonnées
01 Knowledge / Connaissances C2 224
02 Decision Making / Prise de décisions B2 146
03 Operational Responsibility / Responsabilité opérationnelle C 40
04 Contacts / Contacts 2 70
Total Coordinate Points / Total des points des coordonnées 480
Supervisory Factor / Facteur surveil.: X

----- S t a f f R e l a t i o n s / R e l a t i o n s d e t r a v a i l -----
Essential Services / Service essentiels : 0 Position not essential / Poste non essentiel
Proposed / Proposé : N Effective Date / Date effet : 1998-09-13

Exclusion / Exclusion : 10 Not excluded/Not essential / Non-exclu, non-essentiel
Proposed / Proposé : N Effective Date / Date effet : 1998-09-13

----- O f f i c i a l L a n g u a g e s / L a n g u e s o f f i c i e l l e s -----
Effective Date / Date effet : 1996-04-01
Lang. Req. Posn / Exigences ling. poste : 2 English essential / Anglais essentiel
Imp. St. Ind. / Ind. dot. impér. : /
Office Code / Code bureau : 95720 Antigonish NS A. Off CP/RM/SCH

	English / Anglais	French / Français
Reading / Lecture	-	-
Writing / Écrit	-	-
Oral / Oral	-	-
Com. Serv. Public / Services au public	2 English only	/ Anglais seulement
Com. Pers. Serv. / Services personnels	0 Not required	/ Non requis
Com. Cent. Serv. / Services centraux	2 English only	/ Anglais seulement
Com. Supervisory / Superviseurs	0 Not required	/ Non requis
Com. Grievance / Grievs	0 Not required	/ Non requis
Com. Other / Autres	2 English only	/ Anglais seulement

----- D e l e g a t i o n / D é l é g a t i o n -----
Effective Date / Date effet :
HR Delegation Level / Niveau délégation des RH : /
Effective Date / Date effet :
FIN Delegation Level / Niveau délégation fin : /

Report ID: GC7PM015

AS OF DATE / EN DATE DU : 2001-04-01

Position / Poste : 00060959 Business Manager

Work Description / Description de travail : 0000037199 Business Manager

----- P o s i t i o n I n f o r m a t i o n / D o n n é e s s u r l e p o s t e -----

Effective Date / Date effet : 2001-04-01
Action Reason / Motif action : UPD Update a Position / Mise à jour données poste
Abolish by/End of Term / Proch. rév./abolition :
Business Unit / Entité : CNDFO Fisheries & Oceans BU / Pêches & océans entité
Job Code / Code emploi : 516929 Business Manager
Reg/Temp / Permanent/temp. : R Regular / Permanent
Full/Part Time / Temps plein/partiel : F Full-Time / Temps plein
Manager Level / Niveau direction : 8 All Other Positions / Autres postes
NOC / CNP : 1221 Administrative Officers / Agents administratifs
Location / Emplacement : 121402 Antigonish
Geographic Location / Lieu géographique : 1214002 ANTIGONISH
Department / Service : 70100 Area Director, Antigonish,NS / Dir. sect - Antigonish, N-É
Reports To / N° poste responsable : 00069180 Area Chief SCH & Assets
Security / Sécurité : 2 Reliability / Fiabilité
Applied By ID / Appliquée par (Id) : 067146 Yvonne Dominey
Applied By Date/ Appliquée par (Date) : 2002-02-26
Remarks / Commentaires :
Previous Position No./No. poste antérieur : 00013671

----- D e c i s i o n I n f o r m a t i o n / D o n n é e s s u r l a d é c i s i o n -----

Decision # / N° décision : 0000054688 Effective Date / Date effet : 2001-04-01
Decision Reason / Motif décision : UPD
Class Code / Code classification : PM 04
Function / Fonction : /
Eval Process / Processus évaluation : 01 W/O Comm. / SansComité
Posn Class Auth / Autor. classif. poste : 2 Departmental / Ministère
Class Accred # / N° accréd. classif. : 97007 Lisa Peck
Class Auth Dt / Date autor. classif. : 2002-02-26
Next Review Dt / Date proch. rév. : 2007-02-26
Remarks / Commentaires :
Management-Directed Classification Decision/
Décision Dirigée par la gestion : N

----- F a c t o r C o d e C o o r d i n a t e P o i n t s / C o d e f a c t e u r C o o r d o n n é e s P o i n t s -----

Factor	Description	Description	Coordinate	Coordinate
Code			Coordonnées	Points
Facteur			Coordonnées	Coordonnées
01	Knowledge	/ Connaissances	C2	224
02	Decision Making	/ Prise de décisions	B2	146
03	Operational Responsibility	/ Responsabilité opérationnelle	C	40
04	Contacts	/ Contacts	3	110

Total Coordinate Points / Total des points des coordonnées 520

Supervisory Factor / Facteur surveil.: X

----- S t a f f R e l a t i o n s / R e l a t i o n s d e t r a v a i l -----

Essential Services / Service essentiels : 3 Conditional position / Poste conditionnel

Proposed / Proposé : N Effective Date / Date effet : 2000-06-21

Exclusion / Exclusion : 10 Not excluded/Not essential / Non-exclu, non-essentiel

Proposed / Proposé : N Effective Date / Date effet : 1998-09-13

----- O f f i c i a l L a n g u a g e s / L a n g u e s o f f i c i e l l e s -----

Effective Date / Date effet : 1996-04-01
Lang. Req. Posn / Exigences ling. poste : 2 English essential / Anglais essentiel
Imp. St. Ind. / Ind. dot. impér. : /
Office Code / Code bureau : 95720 Antigonish NS A. Off CP/RM/SCH

	English / Anglais	French / Français
Reading / Lecture	-	-
Writing / Écrit	-	-
Oral / Oral	-	-
Com. Serv. Public / Services au public	2 English only	/ Anglais seulement
Com. Pers. Serv. / Services personnels	0 Not required	/ Non requis
Com. Cent. Serv. / Services centraux	2 English only	/ Anglais seulement
Com. Supervisory / Superviseurs	0 Not required	/ Non requis
Com. Grievance / Griefs	0 Not required	/ Non requis
Com. Other / Autres	2 English only	/ Anglais seulement


----- D e l e g a t i o n / D é l é g a t i o n -----

Effective Date / Date effet :
HR Delegation Level / Niveau délégation des RH : /
Effective Date / Date effet :
FIN Delegation Level / Niveau délégation fin : /

CLASSIFICATION ACTION AND POSITION RECORD

1. Department Ministère DFO	2. Position Number Numéro du poste 00013672	3. Action Type Type de mesure POS	4. Reason Motif X	5. Effective Date Date entrée en vigueur 01-04-01	6. Position Title Titre du poste BUSINESS MANAGER										7. Position Classification Authority Autorité de la classification du poste 3
8. RATING / EVALUATION															
Factors/Elements					Facteurs/Éléments										
A. KNOWLEDGE					C2					224					
B. DECISION MAKING					B2					146					
C. OPERATIONAL RESPONSIBILITY					C					40					
D. CONTACTS					3					110					
E.															
F.															
G.															
H.															
I.															
J.															
K.															
L.															
M.															
N.															
O.															
P.															
Total Points / Total des points: 520															
27. AUTHORIZATION / AUTORISATION															
A. Name Nom					PECK, LISA										
B. Title Titre					HUMAN RESOURCES ADVISOR										
C. Signature															
28. Accountability Code / Accreditation Number Code d'imputabilité / Numéro d'accréditation 1 97007															
29. Date 26-02-02															
30. Remarks / Remarques Reclass from PM-03 to PM-04 based on relatively recent Nfld. FO TB330-167 (Rev. 09/96)															

CLASSIFICATION ACTION AND POSITION RECORD FICHE DE MESURE DE CLASSIFICATION ET DE POSTE

1. Department Ministère DFO	2. Position Number Numéro du poste 00013672	3. Action Type Type de mesure POS	4. Reason Motif X	5. Effective Date Date entrée en vigueur 01-04-01	6. Position Title Titre du poste BUSINESS MANAGER	7. Position Classification Authority Autorité de la classification du poste 3
8. RATING / EVALUATION						
Factors/Elements Facteurs/Éléments		Coord. / Degree Coord. / Degré		Points		
A. KNOWLEDGE		C2		224		
B. DECISION MAKING		B2		146		
C. OPERATIONAL RESPONSIBILITY		C		40		
D. CONTACTS		3		110		
E.						
F.						
G.						
H.						
I.						
J.						
K.						
L.						
M.						
N.						
O.						
P.						
Total Points / Total des points: 520						
27. AUTHORIZATION / AUTORISATION						
A. Name Nom		PECK, LISA				
B. Title Titre		HUMAN RESOURCES ADVISOR				
C. Signature						
28. Accountability Code / Accreditation Number Code d'imputabilité / Numéro d'accréditation		1 97007		29. Date 26-02-02		
30. Remarks / Remarques <i>Reclass from PM-03 to PM-04 based on creativity with Nfld.</i>						
DFO TB330-167 (Rev. 09/96)						

9. Geographic Location Situation géographique 120206	10. Job Number N° d'emploi 000021323	11. Int. Inc. Tit. prop A	12. Supervisor's Position Number N° du poste du surveillant 00027840	13. Prev. Position Number N° du poste antérieur 435 01030
14. Branch, Directorate, or Division Direction, Direction générale ou Division Area Director, Southwest N.S.		15 a. Security Sécurité 2		15 b. Function / Sub-function Fonction / Sous-fonction X
16. Classification Classification PM 04	17. Prev. Classif. Classif. ant PM 03	18. Sup. Factor Facteur de surv. X	19. ADM Status Statut de SMA 0	20. Eval. Proc. Proc. d'éval. 01
21. Date of Next Review Date prochain examen 26-02-07				
22. DEPARTMENTAL USE / À L'USAGE DU MINISTÈRE				
A.				
B.				
C.				
D.				
E.				
F.				
23. Language Requirements of Position Exigences linguistiques du poste				
1 (Bilingual / Bilingue)				
24. Imperative Staffing Indicator Indicateur de dotation impérative				
25. Communication Requirements Exigences de communication				
26. Linguistic Profile Profil linguistique				
English R-L	Anglais W-E	French OI-IO	French L-R	French E-W
C	C	C	C	C
1	0	1	0	1
31. EMPLOYEE NOTIFICATION / AVIS À L'EMPLOYÉ(E)				
I certify that the incumbent(s) of this position has (have) been notified of this classification decision. Je certifie que le(s) titulaire(s) de ce poste a (ont) été avisé(s) de cette décision de classification.				
A. Name Nom				
B. Title Titre				
C. Signature				
D. Date				
D-J M-M Y-A				
Designation				
33. Code				
34. Date				
0 13-09-98				



To
À
[Gary Hubbard
Area Chief, SCH]

From
De
[Human Resources Operations
Human Resources Branch]

Security Classification - Classification de sécurité
Unclassified/Non classifié
Our File - Notre référence
Your File - Votre référence
Date
March 4, 2002

Subject
Objet
NOTIFICATION OF CLASSIFICATION DECISION

Please find attached for your information and records a copy of the Classification Action Form(s) (TB330-167) which indicate(s) that the following classification action(s) has/have been finalized:

- ☐ A new position has been created.
- ☒ Positions have been reclassified. If you have not already done so, you may now take the necessary action to fill the positions or appoint the incumbents – please contact Human Resources Operations for assistance and information.
- ☐ A position has been updated or cyclical reviews have taken place.
- ☐ A position incumbency change has taken place. Compensation has been notified. Please ensure the employee (if position incumbered) has been advised.
- ☐ A position has been geographically transferred.
- ☐ An amendment has been made to the last TB330.
- ☐ A position has been deleted.
- ☐ Staffing request package has been forwarded to _____ on _____.
- ☒ Please advise the employee of the results. Employees are entitled to submit a classification grievance within twenty-five (25) working days of the receipt of this notification should they disagree with the group and level to which this position was classified.


Chief, Human Resources Operation

Att:

COND SED POSITION EVALUATION REPORT
GENERAL USERAPPORT D'ÉVALUATION D'UN POSTE
CONDENSÉ
USAGE GÉNÉRAL

13 positions / 11 incumbents

1. IDENTIFYING INFORMATION - RENSEIGNEMENT D'IDENTIFICATION					
13665, 13666, 13667		PRIOR TO DECISION - AVANT LA DÉCISION		AFTER DECISION - APRÈS LA DÉCISION	
(A) POSITION NO. - N° DU POSTE 13669, 13670, 13671				Same	
(B) POSITION TITLE - TITRE DU POSTE		Business Manager		Same	
(C) BRANCH - GEOGRAPHIC LOCATION DIVISION - LIEU GÉOGRAPHIQUE		SCH		Various: AD Offices Sydney, Antigonish, Chatham Yarmouth, St. Andrews, Trar, - Shila	
2. REASON FOR ACTION - MOTIF DE LA MESURE					
Reclassification ⇒ Relativity with ^{DFO} NFLD Region					
3. EVALUATION - L'ÉVALUATION					
(a) EFFECTIVE DATE AND/OR DATE OF DECISION DATE D'ENTRÉE EN VIGUEUR ET/OU DATE DE REVISION			(b) CATEGORY CATÉGORIE		
April 1/2001 Y/A M D/J Except 2726/d 2726 us			PM		
(c) GROUP OR SUB-GROUP GROUPE OU SOUS GROUPE					
(d) EXISTING POINTS POINTS EXISTANTS	(e) FACTORS / SUR FACTORS FACTEURS / SOUS FACTEURS	(f) DEGREE	(g) POINTS	(h) RATIONALE - JUSTIFICATION (Including bench mark comparisons - Incluant la comparaison avec les postes-repères)	
224	Knowledge	C2	224	Relativity w/ DFO - NFLD Region (Contacts 110 pts.) Attached	
146	Dec Making	B2	146		
40	Oper Resp.	C	40		
70	Contacts	3	110		
TOTAL		EXISTING GROUP AND LEVEL GROUPE ET NIVEAU EXISTANT PM-03	(i) TOTAL 520	(j) GROUP AND LEVEL GROUPE ET NIVEAU PM-04	(k) POINT CUT OFFS FOURCHETTE DES POINTS 501-610
PROPOSED GROUP AND LEVEL GROUPE ET NIVEAU PROPOSÉ PM-04					
(l) Other Remarks - Autres Remarques					
Michelle Boudreau, HR Advisor Feb 14/2002					
4. COMMITTEE - COMITÉ					
SPONSORED BY - PARRAINÉ PAR:					
NAME - NOM (PLEASE PRINT - EN LETTRES MOULÉES S.V.P.)		SYMBOL - SYMBOLE		SIGNATURE	DATE
(a)					
(b)					
(c)					
(d)					

Addition to Classification Rationale Business Manager

CONTACTS

This position was recently rated as Degree 2, 70 points for Contacts.

In reviewing departmental relativities and additional information from the Manager it is determined that contacts should be increased to Degree 3, 110 points.

SP is required to consult and reach agreement with small craft harbour authorities, representatives and officials from various other departments and agencies related to federal government infrastructure. Consultation and advice is provided on an on-going basis to Members of Parliament, Provincial and Municipal elected representatives. Contacts are made with the media to deal with issues related to small craft harbours, lighthouses, wharfs and other departmental sites. SP is responsible for enforcement under the Fishing and Recreational Harbours Act and requires on-going consultation with officials and law enforcement agencies.

=BM 24, Late and Non-Filer Programs Officer, both positions are required to reach agreement with senior officials of OGD and Agencies and representatives of industries or companies. Both consult and reach agreement to support enforcement activities.

>BM 25, Collection Contact Officer at degree 2, initiates and maintains contacts with taxpayers, individuals, owners and officials of business and/or their representatives to negotiate payment schedules. This is less than what is required for SP, as it is required to influence and discuss and explain where SP is required to consult, confer and reach agreement with officials on matters that are complex or significant. SP is required to negotiate and consult on items such as wharves, lighthouses and other real property harbour infrastructures and related equipment.

Summary:

Knowledge	C2	224	
Decision Making	B2	146	
Operational Resp.	C	40	
Contacts	3	110	
Total		520	PM-04(501-610)

Reality:

This position was compared with the Program Officer, PM-04 that works in Small Craft Harbours, in Newfoundland. Both positions advise and consult with Harbour Authorities and deal with fishing industry stakeholders, officials of other government department and with public clients to interpret and explain policies. The Program Officer is rated as:

Knowledge	C2	224	
Decision Making	B2	146	
Operational Resp.	C	40	
Contacts	3	110	
Total		520	PM-04(501-610)


Janice DeForest


Date

CONTACTS:

The Business Manager position requires consultation with various industry stakeholders to reach agreement on future management options including formation of the harbour authorities or the divestiture of harbours and other real property. Harbour authorities and harbour divestiture are the two major program initiatives within SCH since program review. Industry stakeholders include fishers, buyers, processors, other businesses, First Nations, recreational users, community groups, development associations, and the general public. The Business Manager is the primary point of contact with the stakeholders and must obtain commitment from the various stakeholder groups in order to advance the SCH program agendas. Persuasion is required to negotiate and to obtain consensus among various diverse interests, while moving the program forward and maintaining a service-orientated and client-focused image. There is also a significant requirement to provide advice and information to various user groups of harbour services, and to explain and defend government programs and policies to the Canadian public.

The Business Manager position is required to consult with and provide advice and background information to officials from various other departments and agencies such as Indian and Northern Affairs Canada, Public Works and Government Services Canada, Environment Canada, Industry Canada, Human Resources Development Canada, etc. regarding the SCH program and the specific implementation of new harbour management programs. Advice is also provided on an on-going basis to Members of Parliament, Provincial and Municipal elected representatives, the Area Director, regional and national staff, and the minister's staff regarding an abundance of politically sensitive operational issues (such as First Nation integration into the commercial fishery in the wake of the Marshall Decision). Discussions are held with MP's, MLA's, elected Municipal officials, First Nations, and other groups on specific issues to explain the department's position in order to promote an understanding and acceptance of the objectives, programs, and policies of the Department. Information is also provided to the media on an as-required basis, and indirectly through the preparation of draft press releases.

As an enforcement officer pursuant to the Fishing and Recreational Harbours Act, the position requires on-going consultation with other government officials and law enforcement agencies regarding the interpretation and requirements of various Federal, Provincial, and Municipal legislation with respect to enforcement, environmental, occupational health and safety, municipal planning, navigable waters protection, etc. This information is required to advise and assist Harbour Authority and other user groups in the management of harbours to ensure compliance, as well as for the safety of the users and the general public, in order to reduce the risk of claims against the Harbour Authority and the Crown.

In conclusion, the Business Managers are the primary contacts on all operation and divestiture issues with the different public and private stakeholders. As you are aware, the Area Chief position (Eng. 4) will now focus primarily on the delivery of the technical part of the SCH and RPAM programs, and the BM will now assume the lead role on all operational and divestiture issues (the role will be also expanded to include RPAM sites). The position deals with very diverse and operationally sensitive issues that have a direct impact on the successful delivery of the SCH program. It is my opinion that the position should be given a level C3 for contacts within the classification rating grid, based on the bench marks established for this contact factor, as well as the Program Officer position that was recently rated in the Nfld. Region.

Classification Rationale

Position #: 13673

Title: Business Manager

Branch: Small Craft Harbours

Background:

The Subject Position (SP) was last reviewed in April 2000, based on a UCS Work Description (Generic Business Manager) dated 2000-2-18, and rated at the PM-03 group/level.

Review of the Work Description dated (2001-7-18) submitted for classification at this time revealed little or no change in the responsibilities of the position from that last reviewed. The eight (8) Key Activities identified in the old work description are essentially the same in the new. Their text has been rewritten in a more terse and succinct style, but the global intent of each is unchanged. The Work Characteristics sections of the new document do reflect a significant number of amendments and modifications, however, although they would impact on a UCS evaluation, they are not in areas that would affect the factors measured in the PM standard.

ALLOCATION

Category: Administrative and Foreign Service

The primary responsibilities of the SP involve delivery of the Small Craft Harbours Program within a geographically defined area within the region. This involves the implementation of policies and procedures, the provision of training and advice, the recommending of Harbour Authority (HA) leases, negotiation and approval of HA business plans, and participation in the divestiture and privatization process for recreational and commercial fishing harbours. These activities are performed to effect program delivery to fishing industry stakeholders and the general public who have a vested interest in the facilities. This meets the category definition of the Administrative and Foreign Service category, "occupational groups engaged in the planning, execution, conduct, and control of programs serving the public interest, and the requirements of internal management in the Public Service of Canada", and inclusion statements 1 and 2. No exclusions apply.

Group: Program Administration (PM)

The criteria referenced in the category allocation also meet the group definition and inclusion statement 1 of the Program Administration Group. No exclusions apply.

EVALUATION

Knowledge Degree C2 224 points

Program and Specialized/Technical Knowledge Degree C

The SP requires knowledge of an extensive body of rules, procedures and operations respecting delivery the Small Craft Harbours Program. This includes knowledge of: the mandate, objectives and priorities of the organization; departmental and central agency policies respecting real property acquisition, divestiture, business planning, budgetary control and compliance enforcement; a wide variety of federal and provincial legislation and regulations pertaining to harbour management, navigable waters, and environmental protection; procedures and practices respecting real property acquisition/divestiture, lease negotiation, financial audit, and real property management.

> BM 28, District Licensing officer at degree B, which requires knowledge of acts, regulations and policies governing fishing personnel and vessel and gear licensing for commercial and recreational fishing, as well as, knowledge of appeal processes and systems for information and statistics gathering. The SP requires knowledge of a broader range of legislation governing real property management, business planning, contract administration, financial administration, and harbour management. The SP also requires knowledge of procedures and practices for real-property acquisition and divestiture, lease/contract negotiation, financial audit, and enforcement investigation.

= BM 16, Supervisor, Employment Services at degree C, as the BM and SP have a comparable requirement for knowledge of a full range of acts, legislation, policies and procedures respecting delivery of a major program. Both require knowledge of external organizations, stakeholders and socio-economic and local market issues relevant to program clients. Both require knowledge of practices, protocols and procedures respecting the provision of advice, the determination of client requirements, and the administration of contract with external institutions.

General Administration Degree 2

The SP requires general administration knowledge in the areas of financial administration, contract administration, lease negotiation and administration, and real-property management related to acquisition and divestiture of facilities.

> BM 25, Collection Contact officer at degree 1, who requires knowledge of internal administrative procedures related to own work.

= BM 16, Supervisor, Employment Services at degree 2, as the BM and SP have a comparable requirement for knowledge of administrative policies and procedures respecting financial management to manage an O&M budget. Both require knowledge of administrative practices in a variety of other area, the BM in personnel policies, collect agreements, information management and work allocation, and the SP in Real Property Management, contract and lease administration, and acquisition and divestiture of assets and facilities.

Decision Making Degree B2 146 points

Scope Degree B

The SP decisions and recommendations are generally made within the policy framework and guidelines of the SCH program and require judgement and initiative in resolving problems and disputes respecting program requirements. Initiative and judgement are required when providing advice and evaluating business plans, when performing investigative work and fact finding associated with audit and budget control functions, when negotiating and recommending commercial and harbour authority leases, when managing a construction program, when establishing and implementing enforcement associated with the operation of real property and facilities, and when providing training and business advice to client to facilitate the operation of incorporated harbour authorities and assist harbour managers.

= BM 17, Benefits Program Officer at degree B, as the BM and SP are comparable in their requirement to exercise judgment and initiative in monitoring the effectiveness of program delivery and in identifying and resolving problems. Both identify operational trends and training requirements to enhance program delivery initiatives and analyze and interpret legislative, program and operational policies to provide advice and recommendations to management and external clients.

< BM 2, Airport Manager at degree C, whose decisions and recommendations are made respecting the operation, maintenance and security of an airport and eleven remote sites. The BM must exercise judgement and initiative in directing the allocation of financial and personnel resources, developing long range forecasts of user requirements, negotiating leases and levels of maintenance with other government departments, directing the preparation of security procedures and coordinating the activities of agencies responding to emergencies. The SP requirement to exercise judgement and initiative in making decisions and recommendations does not reflect the diversity of areas or the requirement to operate without precedent as exemplified by the BM

Impact Degree 2

The SP decisions impact on the effectiveness of the SCH program delivery within its geographic district of responsibility and the ability of external client organizations and individuals to develop effective business plans and meet program requirements to obtain and operate harbour authorities. Decisions and recommendations respecting acquisition and divestiture of real property and assets impact on the cost-effective utilization of financial resources within the organization, and the ability to provide mandated services to facility users. Decisions also impact indirectly on the viability of commercial enterprises and community stakeholders of harbour facilities.

= BM 17, Benefit Program Officer at degree 2, as the BM and SP decisions affect the efficiency and effectiveness of program delivery initiatives, including the quality of service received by clients. BM decisions on labour disputes impact directly on hundreds or thousands of workers, while SP decisions impact on commercial, recreational and public users of harbour facilities and the effective operation and viability of harbour authorities.

< BM 14, Regional Manager, Investigation and Control at degree 3, who is the regional authority while the SP's impact is limited to the district of responsibility. The BM decisions and recommendations impact on the nature and scope of the regional program and national and

regional policy development, whereas the SP works within established regional/national policy and guidelines.

Operational Responsibility Degree C 40 points

The SP performs a "Staff" role and is responsible for delivery of a well-defined program within a specific geographical management area. This involves determining adequacy of operational policies and procedures administered by harbour managers and members of harbour authorities to provide service to facility users and meet contract and lease obligations set by the Department. This includes monitoring the activities of non-employees performance for effectiveness, evaluating and auditing financial and business planning documents, ensuring safety and environmental protection compliance is adhered to and controlling funding based on client performance in meeting contract obligations.

> BM 28, District Licensing Administrator at Degree B, which administers the licensing program in the district and supervises two clerks. The BM also participates in advisory and policy working groups and provides advice to field staff on the interpretation of licensing policies and legislation. The SP is superior in that it is responsible for determining the adequacy of operational policies and procedures administered by non-employees; monitoring for safety and environmental compliance, financial accountability; implementing enforcement and controlling funding.

= BM 17, Benefit Program Officer at degree C, as the BM and SP are comparable in their requirement to monitor all program activities, assess the efficiency and effectiveness of operations, and ensure compliance within operational policies and procedures. Both involve evaluating the operational performance of non-employees and providing advice as a subject matter specialist staff in the organization.

Nature and Size of Subordinate Organization

Not applicable. The SP performs a staff role and has no subordinates.

**Contacts Degree 2 70 points — This has been changed to degree 3, 110 points. See attached. jia 01/11/21*

The SP provides advice and guidance to external clients involved in harbour management and the operation of harbour authorities respecting service levels as defined by contract obligations, compliance issues related to safety and environmental protection, monitoring and audit issues related to financial administration, funding, and business planning. These activities require significant explanation of legislative and program requirements to achieve cooperation and compliance in meeting contract/lease obligations, meeting defined service levels, performing audit functions, and when providing advice or interpretation.

= BM 17, Benefit Program Officer at degree 2, as the BM and SP have a like requirement to deal with non-government personnel to resolve problems and obtain cooperation in problem resolution and adherence to compliance requirements. Both are required to investigate operational performance and provide recommendations to achieve cooperation in meeting service levels requirements. Both provide expert level advice staff within the organization to promote problem solving and improve program delivery functions.

< BM 2, Airport Manager at degree 3, who consults with local government officials and other government departments respecting the provision of common services and to coordinate emergency services. The BM acts as final authority in negotiations on nature and levels of service for the airport while the SP requires management approval in contentious and politically sensitive issues.

Summary

Knowledge	C2	224
Decision Making	B2	146
Operational Responsibility	C	40
Contacts	2	70
Total		480 PM-03 (401-500)

Recommendation

The SP is rated at 480 points and recommended for classification at the PM-03 group/level.



Bill Anderson
Sept 6/01



WORK DESCRIPTION

27262

Business Manager

Department/Agency: Department of Fisheries and Oceans
Section: Corporate Services
Division:
Branch: Small Craft Harbours
Geographic location: Sydney (N.S.)
Security clearance: Enhanced reliability
Language requirements: English Essential
Departmental use: Sample 145-Reg Mod/Dec 20157, Last Updated 2001-7-18 (Pos 13665-13674 20612 27261 27262)

Immediate supervisor:

Version: Final **Date last updated:** 2001-12-7
Classification:
Effective Date of Decision:
Model identifier:

Client-Service Results

Implementing program and policy initiatives to various fishing industry stakeholders and the general public with respect to the management of harbours.

Key Activities

- Implements national and regional policy, procedures, management and budgetary control for a system of commercial fishing and recreational harbours.
- Provides extensive training and business advice to incorporated harbour authorities and appointed

harbour managers.

- Negotiates, drafts and recommends for approval commercial and harbour authority leases, subleases and lease amendments.
- Negotiates and approves individual harbour authority business plans, budgets and financial statements and provides specific advice regarding business proposals for projects.
- Manages and coordinates a construction program.
- Conducts, initiates and assists in the coordination of the divestiture and privatization of recreational and commercial fishing harbours not intended for harbour authority management.
- Controls management and enforcement activities associated with the operation of real property and facilities.
- Identifies, coordinates and recommends the acquisition of real property that is required for management and operation of commercial fishing harbours, as well as to make harbour property marketable for divestiture.

Employee's statement:

I have been given the opportunity to comment on this work description.

Employee's signature

Date

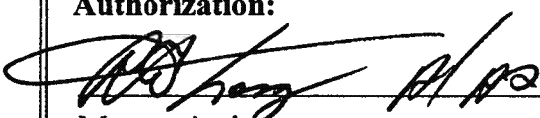
Supervisor's statement:

This work description accurately describes the activities and demands of the position.

Supervisor's signature

Date

Authorization:


Manager's signature


Date

Work Characteristics

Responsibility

(1) Information for the Use of Others

Provides information and advice to various fishing industry stakeholders, the general public and harbour managers with respect to the Small Craft Harbours' program and policies to assess the impact and to develop options for future harbour management. This often involves explaining complicated policies, procedures, and standards which involves transforming information into alternate forms in order that it can be fully understood by a varying audience.

Researches and analyses present harbour information and provides advice to the Area Chief to assess the impact and feasibility of various harbour management options. Makes specific recommendations that can affect the livelihood of individuals and coastal communities.

Provides MANAGERIAL AND OPERATIONAL advice and disseminates information to incorporated Harbour Authorities, and assists harbour authorities and federally appointed harbour managers in developing PROCEDURES AND ASSISTING HARBOUR AUTHORITIES in such matters as preparation of project proposals, business planning, revenue generation, financial and resource planning and management, tax provisions and reporting requirements, property management, legal and enforcement issues, environmental practices and compliance, liability insurance, legislative obligations, technical matters such as construction standards, specifications and methodologies, and administrative matters such as tendering, procurement, contracting for services, inventory control, computer operations and human resource practices to ensure successful operation and economic sustainability.

Gathers, synthesizes, and produces background and site specific information used by the Area Chief in preparing draft ministerial correspondence from a complex variety of information for the Ministerial Correspondence Unit in order to answer specific inquiries directed to the Minister's office. Elaborates on particular issues and conflicts that are politically sensitive and transforms information into concise terms, and in the appropriate tone sought by the Minister, to explain and defend government programs and policies to the Canadian public.

Researches socio-economic and environmental background information and produces environmental assessment reports for projects in accordance with the Canadian Environmental Assessment Act. The reports are made available for general public perusal and critique through the national habitat tracking referral system. Has delegated authority to make decisions to sign-off and approve environmental ratings for minor works projects and property leases and is accountable to the Minister and the general public for such decisions.

Provides general technical advice and assistance to individuals, appointed harbour managers and groups on minor construction and repair projects being considered for structures leased by the Department to incorporated harbour operators, but still under federal ownership. This can involve breaking down complicated construction and permitting processes into simpler step by step operations, as is necessary to ensure individuals and operating groups, have the knowledge and skills they require to successfully complete projects to established regulations, codes, and standards. Provides leadership to HA groups in preparing detailed project submissions which conform to established format and provides the HA with the best chance for funding approval.

(2) Well-Being of Individuals

There is no specific requirement for this.

(3) Leadership of Human Resources

HARBOUR AUTHORITY DEFINITION: A HARBOUR AUTHORITY IS AN INCORPORATED NON-PROFIT GROUP, SEPARATE FROM DFO, WHOSE PRIMARY FUNCTION IS TO MANAGE AND OPERATE SCH FACILITIES LEASED TO THE HARBOUR AUTHORITY FOR A DEFINED PERIOD, USUALLY 5 YEARS. OWNERSHIP OF THE PROPERTY AND FACILITIES REMAINS WITH THE FEDERAL CROWN.

PARTICIPATES AND ASSISTS IN THE COORDINATION OF branch participation in multi-disciplinary groups involving federal and provincial government agencies, working groups, project teams and various client groups to provide information on harbour authority programs and policies, and to develop overall management and business plans for harbour authorities.

PROVIDES ADVICE TO incorporated Harbour Authorities in human resource planning including the recruitment of volunteers, students and employees, and consultants required to support the Harbour Authority program. This includes developing work plans and priorities, proposing terms of reference, evaluating performance and creating alternate plans to accomplish objectives.

Leads Harbour Authorities in business planning, environmental management planning, project proposal formulation, financial management, harbour operations and other management practices to ensure their long-term viability and success.

Provides initial and ongoing training of harbour authority directors and members on such matters as corporate structure and bylaws, business, legal, real property and administrative matters associated with the operation of a Harbour Authority. **THIS RESPONSIBILITY IS SHARED WITH REGIONAL STAFF.**

Assists the Area Chief and participates in multi-disciplinary project teams consisting of intergovernmental personnel, private consultants and client groups for environmental assessment, design, implementation and management services for a variety of major construction projects, includes proposing and developing terms of reference, negotiating consultant fees, approving contracts, providing ongoing monitoring, and reviewing standards.

Leads and co-ordinates Harbour Authorities in the development of their Environmental Management Plans, approves plan and provides ongoing monitoring to ensure compliance with federal regulations and policies.

Leads, assigns and directs the work of Public Works and Government Services staff ,private consultants, client groups and other contractors involved in construction and maintenance projects. This involves leading and providing direction on project deliverables, direction on timing and alternatives for project implementation, direction on acceptance of work, direction on changes to the scope of work to be undertaken and organization and chairing of discussions to resolve project issues. This activity is not shared for projects up to \$15K and is shared with the Area Chief for projects in excess of \$15K.

ists regional staff and the Area Chief in the initial training of new persons in the organization on such matters as corporate structure, administrative practices, business, operational and legal issues associated with the Small Craft Harbours program. This is a shared responsibility.

Provides management and operational guidance to incorporated recipient groups that propose to assume responsibility and eventual ownership of Federal harbours formerly under government jurisdiction. Plans and establishes self directed work teams consisting of interdepartmental representatives to assign divestiture projects. This is a shared responsibility.

(4) Money

BUDGETING:

As a responsibility centre manager, manages, plans and budgets for a construction program as well as an operations and maintenance budget. Provides financial advice and makes recommendations for prioritization of projects, including cost benefit and risk analyses. The incumbent has considerable latitude and flexibility to arrange and manage financial resources to most successfully impact on program deliverables within the area of responsibility.

Participates in area budget preparation and management including providing recommendations for the area Small Craft Harbours' budget, providing financial advice and making recommendations for prioritization of projects, including cost benefit and risk analyses. Plans and budgets for the allocated harbour operation and maintenance budget of the Small Craft Harbours' program. On an ongoing basis monitors status, reallocates funds within budget to compensate for changes, and conducts financial planning, forecasting and reporting. Has considerable latitude to allocate and reallocate funds from one project to another or between harbours.

Provides MANAGERIAL AND OPERATIONAL advice and recommendations to private incorporated harbour authorities, federally appointed harbour managers and recipient groups on preparing and managing operational budgets to ensure their successful operation AND long term sustainability.

MANAGING MONEY FLOW:

Determines and negotiates commercial lease and licence annual rents with private commercial operators based on Treasury rd guidelines and market value appraisals. Monitors and tracks commercial leases and licences issued and payments received, advises the responsibility centre on outstanding accounts and recommends the appropriate action including enforcement and writing off debts. Assists harbour authorities in soliciting financial contributions from other Federal, Provincial, Municipal and private sources for cost-shared projects with private incorporated harbour authorities and recipient groups. Provides ADVICE AND recommendations to private incorporated harbour authorities and recipient groups on devising a service fee schedule, determining commercial sub-lease and licence annual rents, and collection of accounts based on specific site and local market conditions and knowledge of other harbour operations, and to reduce the demand on the Small Craft Harbours program budget.

SPENDING:

responsibility centre manager with full signing authority to allocate funds among line objects and manages construction and an operations and maintenance budget. Identifies, tenders, awards and administers all maintenance and service contracts within allocated budget. Is accountable for expenditures associated with a broad range of activities relevant to harbour management and the operating and administrative resources required to manage the Harbour Authority Program including sole source authority in dealing with harbour authorities. Has freedom to reallocate funds within financial authority and in compliance with Treasury Board guidelines. Identifies, tenders, awards and administers contracts within allocated budget., verifies goods and or services are received and processes progress claims and final invoices. PARTICIPATES AND PROVIDES RECOMMENDATIONS on the real property acquisition budget for the portfolio of harbours. Commits funds and recommends paying funds in the form of grants and contributions and joint project agreements. Purchases goods and services using government credit cards and accounts for all expenditures. Provides advice and recommendations to private incorporated harbour authorities and recipient groups on tendering and contracting for goods and services, as well as processing claims and invoices and auditing requirements. THIS IS A SHARED RESPONSIBILITY.

(5) Physical Assets and Products

Operates and maintains real property, harbour infrastructure and related equipment used by the commercial fishing stakeholders and the public in harbours that are still managed directly by Small Craft Harbours. These assets are extremely valuable and very difficult to replace due to budget limitations and program inflexibility due to commitments to other projects. Safety of harbour users and clients using harbour facilities is of utmost concern to the branch.

Takes temporary custody of, and protects seized equipment, vehicles and vessels, gathered by branch during enforcement actions and investigations, to be used by the Crown during prosecution. This property becomes the responsibility of the branch, cannot be replaced, and is used in court as evidence.

Operates, maintains and cares for assets included in own work such as a personal computer, cellular telephone, office furniture, cameras, files, supplies, and software. These assets are not used by other staff and can be replaced, but at a considerable cost to Small Craft Harbours.

(6) Ensuring Compliance

As an enforcement officer pursuant to the Fishing and Recreational Harbours Act and Regulations, conducts routine inspections of harbour usage including that of fishers, commercial operators, lessors, and the general public to ensure compliance with regulations related to real property and environment issues, in order to ensure the safety of the harbour users general public and to protect the environment. Compliance and enforcement activities are performed by examining a wide range of various options and statutes available to determine the most appropriate course of action. Duties require examining complaints, taking evidence, issuing warnings and recommending whether to pursue prosecution, and providing sworn testimony. Responsibility is shared. conducts on-site audits and evaluations of Harbour Authorities' business and real property management practices to ensure compliance with the

Canada Business Corporations Act and the Small Craft Harbours' lease in order to protect the interests of the general public and fishing industry stakeholders in terms of safety and providing nondiscriminatory public access. negotiates compliance schedules and implementation, among a wide number of options available, for violators using own government, precedents and established practices. Consults with supervisor regarding difficult situations.

Conducts on-site audits and response to public complaints pertaining to recipient groups to ensure compliance with the covenants associated with the transfer of real property under the devolution program in order to ensure nondiscriminatory access and that the transferred assets continue to be operated in accordance with the conditions of the transfer agreement. Negotiates compliance schedules and implementation among a wide number of options available for violators using judgment, precedents and established practices. Responsibility is shared.

Skills

(7) Job Content Knowledge

Knowledge of inter-personal communication and negotiation principles, accompanied with problem solving techniques and an ability to analyze complex issues and develop innovative and viable solutions, is required when investigating problems and advising privately incorporated harbour authorities on organizational alternatives, property management and facility development options, business, legal, financial and construction issues

Knowledge of principles, practices, and techniques of leadership to effectively provide and coordinate the efforts of diverse ups towards common goals.

Knowledge of enforcement including investigative techniques and legal processes associated with the application of the Fishing and Recreational Harbours Act and Regulations, maritime, contract, tort and common law is required to carry out enforcement duties, investigate claims against the Crown and to provide specific advice to Harbour Authorities, the general public and management on land control and enforcement issues.

Knowledge of the principles and practices associated with real property management as it relates to custodial Federal property, including legal, administrative, and management techniques, procedures, and responsibilities is required to effectively operate harbours and to provide specific advice to Harbour Authorities.

Knowledge of real property acquisition and disposal methods including legal and property terminology; methods and procedures and the ability to read and interpret survey plans, deeds and descriptions in order to address client and legal requirements for management of harbours and implementation of construction projects.

GENERAL Knowledge of environmental assessment responsibilities and techniques, development and

use of safety plans and environmental management plans, harbour standards, regulatory requirements, quality inspection techniques and construction methodologies, including the ability to read and interpret construction drawings and specifications in order to analyze complex situations and provide specific advice to Harbour Authorities, management, contractors, consultants and regulatory agencies. Knowledge of project management, planning, implementation, critical time line analysis, negotiation approaches, and report writing to manage a construction program is also essential to the successful operation of a system of harbour authorities.

Knowledge of principles, practices, authorities, and accountabilities of financial management including processes for budgeting, forecasting, cost benefit analyses, business planning, cost recovery, managing money flow, and conducting expenditures to provide advice to Harbour Authorities and to exercise financial control over allocated budget.

GENERAL Knowledge of financial audit procedures, standards and reports to provide input into and assist in reviewing audit activities.

Requires knowledge of computer software, the internet and data entry programs, including Microsoft Word, Powerpoint, Excel, Explorer electronic mail, National Oracle databases including ABACUS, FRMS, HRTS and SIP in order to gather information, prepare correspondence, produce reports and input data.

(8) Contextual Knowledge

WORK UNIT

Extensive Knowledge of the mandate and priorities of Small Craft Harbours' related to the reduction of operating expenditures through partnerships or devolution exercises and new business arrangements with clients through the Harbour Authority initiative. Knowledge of respective roles of national and regional staff on all management and operational issues is important in developing effective working relationships, selecting the best course of action, and providing a unified approach to issues.

Knowledge of investigative techniques to ensure enforcement and evidence gathering procedures are conducted correctly and legally. Knowledge of the media, their interests and unit protocols to ensure accurate information on the activities of the unit are presented accurately and professionally.

Knowledge of collective agreements, travel directives, standards, procedures, guidelines and unit culture to provide leadership to staff. Knowledge of inventory control and accountability standards to ensure asset utilization is managed and used for its intended purpose.

DEPARTMENT

Knowledge of the culture, values, organization, mandate, policies, programs and objectives of the department, in support of the departmental vision and oceans strategy initiative in order to provide informed advice and recommendations to Harbour Authorities. Knowledge of departmental policies and contacts and points of reference is required in order to understand a best course of action and how it will impact on the Small Craft Harbours' mandate and program initiatives. Knowledge of the interaction between branches such as finance, communications, personnel, informatics, contracting, habitat management, and their advisors and directors to ensure contact is made with the person(s)

responsible for any particular component of an initiative to ensure information is received in a timely manner.

OTHER DEPARTMENTS

Department of Public Works and Government Services Canada (PWGSC) to understand their role in the disposal of federal government real property to ensure compliance with Treasury Board guidelines; Department of Environment (DOE) to understand the various environmental acts and regulations and to understand and support the role and responsibility of SCH in adhering to environmental legislation, particularly related to land management; Transport Canada , Harbours and Ports directorate, to understand the linkages between its mandate to manage and operate federal commercial ports and the SCH mandate to establish a cooperative working relationship particularly as relates to the operations of harbours with shared jurisdiction. Indian and Northern Affairs Canada (INAC) to understand its mandate and role relevant to associated land claims and real property issues in respect to aboriginal communities. This knowledge is particularly significant to the SCH program in respect to the management and disposal of federal real property at harbours that may be the subject of land claims or related treaties with aboriginal groups; Human Resources Development Canada programs to access financial and human resources to assist in furthering the aims of Harbour Authorities through the development of partnership arrangements. This knowledge is essential in providing the best advice, recommendations and direction to all harbour users in areas where each of these agencies are involved and decisions have to be made on a best course of action on many management issues.

CANADIAN PRIVATE AND OTHER PUBLIC SECTORS

Knowledge of the roles, responsibilities, and programs of Provincial Departments and Municipal units and officials to provide assistance and consultation on the Harbour Authority and divestiture initiatives. Knowledge of the political, cultural, and socio-economic status of the communities in the assigned portfolio to facilitate in the planning for the implementation of the Harbour Authority or divestiture initiatives, and for ongoing service delivery. Knowledge of local politicians, special interest groups and the identity of community leaders to seek and provide consultation on policy issues. Knowledge of the trends and developments in the fishing industry that will impact of the Small Craft Harbours' initiatives, and in order to forecast changes in the management options and levels of service required for commercial fishing harbours.

LEGISLATION / REGULATIONS

Knowledge of the content and underlying principles and intent of the following Acts and Regulations, as they apply to management and operation of real property and facilities, and to be able to minimize risks and to formulate a due diligence legal defense in the event of prosecution for violations of specific statutes and against civil suits:

Fishing & Recreational Harbours Act And Regulations and the Federal Property Traffic Act to manage, to ensure health and safety of harbour users, provide advice to lessees and Harbour managers and users, to implement construction and repair projects, and to acquire and divest property.

Canada Business Corporations Act (Part 2) to ensure compliance under the Act by the Harbour Authorities to maintain their legal incorporation entity and ensure that the necessary reports and

documentation is received from the Harbour Authorities.

Provincial and territorial acts, regulations, policies and procedures governing environmental protection and habitat management to ensure compliance of harbour transfer and management activities.

Financial Administration Act to ensure compliance of lease agreements, real estate transactions, construction and surveying projects, procurement, invoicing and expenditure procedures.

Federal Real Property Act and Regulations to conduct, monitor and evaluate land acquisition, leasing and disposal.

Federal and provincial legislation, property law, contract law and leasing procedures to ensure that transactions are appropriately managed in their respective jurisdictions.

Federal and provincial legislation and agreements governing transfer of lands, resources and programs to First Nations to ensure that SCH agreements are in compliance.

Federal laws governing environmental protection, enforcement and the safe and responsible operation of harbours (e.g., Navigable Waters Protection Act, Canada Shipping Act, Canadian Environmental Assessment Act, Environmental Protection Act, Harbours and Ports Act, Public Works Act) to manage operations, and to ensure that the Crown's interests are defended in construction and real estate transactions.

(9) Communication

COMMUNICATION OUT:

Presentation and public speaking skills are required when articulating policy information, reports, and recommendations to fishing industry stakeholders and public clients. This often requires interpreting policy in order to present arguments and dissuade individual biases as well as explaining and altering specialized legal and technical terminology so that it can be fully comprehended by various audiences.

Verbal and presentation skills are required to negotiate leasehold interests with incorporated groups and commercial operators. This requires skill in interpreting Treasury Board guidelines and explaining specialized legal terminology in order that information can be fully comprehended by the lessee. This requires skill to negotiate and persuade the lessee with respect to specific clauses in the lease, lease boundaries, and lease rates.

Writing skills are required to prepare correspondence to clients and to prepare various reports, draft background and site specific information necessary for ministerial correspondence and fact sheets. This requires skill in interpreting information and explaining complicated and sensitive issues.

Verbal skills are required to present the assigned functions in wide ranging consultations with client groups, regional officials, and other government departments to explain policies, priorities and activities, negotiate issues, obtain input and gain agreement and cooperation to handle sensitive situations. Depending on the client groups, the message must be altered and simplified in order to be understood and effective.

COMMUNICATION IN:

Active Listening skills to interpret body language, tone of language and other non-verbal communications, recognizing the different meanings these have for persons of different cultural origins and on the basis of the circumstances in which the information was provided, to understand the intent and the complexities of the message being transmitted by people with whom the individual must interact within the Department., clients, fishing industry representatives, service providers, other governmental organizations, and non-governmental organizations in developing networks and partnerships to provide quality client services. Due to the complexity of the message and terminology, the emotional and confrontational circumstances and environment in which interactions evolve and the variety of audiences, an understanding of the implicit component of the message is as important to the meaning of the message as the explicit component. Observation skills to read between the lines when conducting public information sessions and to adjust delivery to the respective mood of the audience.

Reading and interpretive skills to gather and synthesize key information from legislation, departmental policies and directives, contracts, surveys, leases, complex and ambiguous common law, legal documentation and then presenting information in a format and terminology that can be easily understood and utilized by the staff, general public, Harbour Authorities, organizations, clients, and community representatives, to promote comprehension and awareness and to ensure that the requirements for the development, management and enforcement of the SCH program is understood.e. Reading skills to digest information and demands from groups or individuals and review proposed responses to ensure that they contain accurate information.

Listening and interpretation skills are required when receiving information and feedback from industry representatives, the Area Chief, colleagues and contractors in order to retain salient points, synthesize information on complex issues, and gauge underlying intentions.

(10) Motor and Sensory Skills

In the course of travel and enforcement duties, there is a requirement for dexterity and coordination to embark and disembark vessels, and land vehicles while carrying equipment, and to inspect harbour infrastructure.

Manual dexterity and coordination skills are required for the daily operation of a computer keyboard in the preparation of correspondence, reports and inputting data. Dexterity is required to operate other office equipment such as photo copiers, fax machines and cellular telephones.

Effort

(11) Intellectual Effort

UTILIZING strategies, practices and approaches to govern the negotiation and consultative processes with fishing industry stakeholders and the public involved in the implementation of the Harbour Authority policy. The work is performed under departmental time line pressures to achieve imposed goals, involves dependence on other government departments and agencies, client pressures for information, conflicting stakeholders interests and changing policy interpretations.

Analyzing the associated business and operational plans of the established Harbour Authorities to evaluate their effectiveness from a management, operational, business, and legal perspective and directing corrective measures through consultation or direct intervention. This work is performed under time line pressures imposed by the department, individual biases against the department, and client reluctance to change to comply with directives.

Negotiating the resolution of differing interpretations as they arise in the administration of harbour authorities, including enforcement procedures, data collection, and collection of revenues from fees and services. The work is performed without the benefit of established practices and precedents and without the availability of human resources required to meet imposed goals and deadlines.

Intellectual effort must be applied in the management of a construction program to analyze requirements for program expenditures, prioritize project requests for funding, and for the preparation of project proposals. The work is performed under time line pressures imposed by the department and clients, weather and climatic conditions, and the dependence on other government departments and agencies. There is a constant requirement to analyze an on-going number of project requests, seek or create solutions from a large number of options, and to make unbiased funding decisions with limited program funding.

Managing a minor construction program under tight work schedules, funding pressures and ever increasing service demands can be quite complicated when consideration must be given to construction standards, available working season for marine projects, developing environmental requirements, as well as concerns and priorities of other federal and provincial regulatory agencies. In addition, fishing seasons, quotas, vessel and gear types must be fully understood to meet client needs. The analysis of this information is complex and time consuming and the incumbent is required to develop construction options taking all these concerns into account. This is further complicated by a natural resistance to accept anything new or of a different standard than clients have been used to in the past.

UTILIZING strategies and options unique to each situation in order to conduct sensitive negotiations with client groups regarding the short and long term development, management and divestiture of real property. The work is performed under departmental time line pressures to achieve imposed goals, dependence on other government departments and agencies, client pressures for information and legal interpretations, conflicting stakeholders interests, and negative public opinion against overall government fiscal restraint and downloading policies.

(12) Sustained Attention

The work requires long periods of sustained attention when operating a motor vehicle in order to concentrate on the road while driving. There are frequent interruptions with calls from cellular telephones which increase the risk of accidents. This work takes up to twenty percent of the

incumbent's time on an ongoing basis, due to the geographic size of the area of responsibility.

The requirement to maintain attention while attending public and internal business meetings as a leader and participant requires sustained attention to comprehend and interpret information and to contribute effectively to a variety of complex initiatives and concerns. These activities consume twenty five percent of the available time.

The requirement to read, comprehend and respond to a variety of correspondence demanding different levels of interpretation and levels of response, consume twenty five percent of the available time.

(13) Psychological/Emotional Effort

Psychological/emotional effort is needed to remain impartial and composed when dealing with conflicts and disagreements in discussions with Harbour Authorities, community representatives, user groups and contractors to obtain and exchange information regarding operational issues or enforcement and safety incidents. Due to the sensitivity of the commercial fishing industry, sometimes emotions can run high and there is little or no control over the number of clients, duration and frequency of incidents or how individuals choose to express their emotions. Enforcement activities can be very sensitive and may result in a very emotional or hostile reaction and interaction from those involved. Where clients believe that their livelihood is being threatened, there are strong emotional reactions and persons tend to act first and think of the consequences later. Every incident must be assessed independently and the incumbent has no way of predetermining public or individual reaction to enforcement interventions. Diplomacy is required often to deflect criticism directed at other programs and to avoid disclosing confidential information.

Psychological/emotional effort is required to deal factually and promptly with sensitive, highly political and controversial issues relating to the development, management and enforcement of the Small Craft Harbours program and to respond to questions presented by representatives of industry related organizations or their legal representatives who have concerns with decisions rendered and other issues, and to explain and defend political and departmental direction, policies and regulations. In many instances, the information that the incumbent is dealing with is very politically sensitive. The interaction with Harbour Authorities, fishing industry representatives, project committees, partners and stakeholders, task groups or individuals creates considerable psychological and emotional pressure due to strong and varied points of view and opposing positions. Individuals making requests in person or by telephone, or in reaction to information provided that is in opposition to their position, can become hostile, abusive, threatening, or very emotional; under these circumstances, it is necessary to keep a professional composure, be empathetic but not become emotional, and bring the issue and conversation to a fruitful resolution. Considerable judgement is required to assess and analyze situations and quickly respond with appropriate solutions to address issues, which causes psychological pressure.

(14) Physical Effort

On a daily basis, the work involves long periods of sitting to read a variety of hard copy and electronic information, to operate a personal computer and to analyze problems and offer suggested solutions.

On a frequent basis, the work involves visiting harbour locations where construction activity is occurring, climbing on and off vessels, wharves and harbour facilities to carry out facility inspections. This requires the provision of protective and safety equipment including safety boots, life jackets, gloves and hard hats.

There is a weekly requirement to attend meetings and stand for long periods of time in directing discussions or to sit for extended periods recording information.

There is a frequent requirement to visit remote harbour locations and communities to attend meetings. This involves prolonged periods of driving alone and sitting in one position, as well as a requirement to travel on helicopters, small planes and vessels.

The work requires stamina and concentration to work extended and irregular hours to meet operational demands and accommodate client needs.

Working Conditions

(15) Work Environment

Psychological Work Environment:

The work is performed in both an office and external environment. There is a continuous requirement to deal with imposed deadlines from the completion of reviews, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, and politically sensitive issues associated with programs and policies.

The work involves attending on site meetings at many varied locations with community groups, Harbour Authorities, and the general public several times a week, many of which are of a sensitive nature and pose a requirement to deal with angry, distressed, and confrontational people in enforcement situations.

Physical Work Environment:

The work involves continuous exposure to noise and frequent interruptions from staff, callers, and visitors, as well as exposure to glare from computer monitors during long periods of keyboarding. The work also involves continuous exposure to harbour and construction sites. The on site work involves continuous exposure to inclement weather, extremes of heat and cold, dust, fumes and noise. Occasionally there is a requirement to climb ladders, board vessels and walk over rough terrain in all weather conditions. There is a requirement to wear safety and protective clothing when visiting construction sites and inspecting harbour facilities.

There is a frequent requirement to work unpredictable and uncontrollable hours to deal with time lines imposed by third party meetings and/or locations. The work involves attending occasional meetings in

sometimes remote harbour locations. Many incidents result from extreme weather conditions and must be inspected and resolved during the event.

The work requires extended periods of driving alone, and in all weather conditions, both day and night.

(16) Risk to Health

Repeated travel on a weekly basis involves driving a vehicle for extended periods of time, often to remote locations during inclement weather and on sub-standard road conditions, causes muscular pain in the back and shoulders, eye strain and fatigue and increases the risk of highway accidents.

Daily exposure to continuous meetings and phone calls, imposed deadlines, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, politically sensitive issues, and uncontrollable hours cause high stress levels that can lead to severe psychological and physical problems.

Visiting remote harbour locations alone and carrying out inspections of unsafe and derelict harbour infrastructure poses a risk to personal safety.

The office work environment is characterized by occasional visits from angry, distressed and confrontational individuals or groups of people that sometimes take over the office for extended periods of time. The unpredictability of this type of working environment leads to stress and anxiety, as such disruptions affect imposed deadlines and client service and increases the possibility of physical confrontations.

There is occasional exposure when confronting individuals or groups of people to carry out enforcement roles. This type of work leads to stress and anxiety, as often such individuals are agitated, threatening and confrontational, and poses the risk of physical harm.

The frequent use of finger and wrist muscles to enter data on a computer keyboard and produce correspondence, reports, environmental screening, contribution documents, can cause muscular pain.

**WORK DESCRIPTION***RELATIVITY***0000001048****Bungay Wayne****Program Officer**

Department/Agency:	Department of Fisheries and Oceans
Section:	
Division:	
Branch:	Small Craft Harbours
Geographic location:	Grand Falls-Windsor (Nfld.)
Security clearance	
Language requirements:	English Essential
Departmental use:	

Immediate supervisor:	Area Chief (0000001044)
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Version: Draft	Date last updated: 2000-2-3
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Classification:**Effective Date of Decision:****Model identifier:**

Client-Service Results

Program initiatives and advisory services related to the maintenance, operations, and management of harbours in an assigned geographic area to fishing industry stakeholders, the general public, and SCH regional and area personnel.

Key Activities

- X Supports the implementation of national and regional policy, procedures, management and budgetary control for a system of commercial fishing harbours in an assigned geographic area.
- X Delivers DFO's Harbour Authority initiative for all commercial fishing harbours through the establishment of Harbour Authorities.
- X Coordinates and provides training for Harbour Authorities.
- X Makes recommendations to Harbour Authorities on issues beyond their realm of expertise including legal, business, financial, management, operational, and enforcement issues, and on harbour maintenance and development.
- X Monitors the operations of Harbour Authorities to ensure compliance with the terms and

conditions of their lease agreement for harbour management and determines needed interventions and strategies.

• Conducts financial, operational, and environmental reviews of the operations of Harbour Authorities and recommends appropriate actions.

• Provides consulting/advisory services to Harbour Authorities concerning their roles in the management and operations of harbours and gives direction to Ministerially appointed Harbour Managers.

• Negotiates and approves individual Harbour Authority business plans and budgets, and provides specific advice regarding financial statements and business proposals for projects.

• Negotiates, drafts and issues licences to all commercial harbour users in DFO managed harbours.

• Participates in the negotiation of leases to commercial/industrial users of DFO managed property in scheduled harbours.

• Assists the Area Chief in the implementation and management of Small Craft Harbours maintenance and development program.

• Undertakes management and enforcement activities associated with the operation of real property and facilities.

• Provides recommendations to the Area Chief on the divestiture of commercial fishing harbours not intended for harbour authority management, and on facilities administered by Harbour Authorities but surplus to the fishing industry needs.

• Identifies real property requirements and recommends the acquisition to the Area Chief as needed for the management and operation of commercial fishing harbours.

• Identifies the need for and produces Environmental Screening and Assessment Reports for projects in accordance with the Canadian Environment Assessment Act.

Employee's statement:

I have been given the opportunity to comment on this work description.

Employee's signature

Date

May 11 / 01

Supervisor's statement:

This work description accurately describes the activities and demands of the position.

Supervisor's signature

Date

May 11, 2001

Authorization:

Manager's signature

Date

May 11 / 01

Work Characteristics

Responsibility

(1) Information for the Use of Others

Provides information and advice to various fishing industry stakeholders, politicians, the general public with respect to the Small Craft Harbours program and policies to assess the impact and to develop options for future harbour management.

Provides advice, guidance and recommendations to area management on management, operations, and maintenance of public harbours to assess the impact and feasibility of various harbour management, operations, and development options. Makes specific recommendations that can affect the livelihood of individual fishers and coastal communities, and impact on fish handling/processing facilities.

Provides advice and disseminates information to incorporated Harbour Authorities, and applies methodologies and standards in such matters as business planning, revenue generation, financial and resource planning and management, tax provisions and reporting requirements, property management, legal and enforcement issues, environmental practices and compliance, liability insurance, legislative obligations, technical matters such as construction standards, specifications and techniques, and administrative matters such as tendering, procurement, contracting for services, inventory control, computer operations and human resource practices to ensure successful operation and economic sustainability.

Gathers, synthesizes, and produces draft ministerial correspondence from a complex variety of information for the Area Chief to respond to specific inquiries directed to the Minister's office.

Researches socio-economic and environmental background information and produces environmental assessment reports for the Area Chief for the approval of projects to ensure compliance with the Canadian Environmental Assessment Act. The reports as approved by the Regional Director are made available for public perusal and critique through the national Habitat Referral Tracking System.

Provides technical advice and assistance to individuals, Harbour Authorities, groups, and the fishing industry on construction and repair projects being considered for structures administered by the Department. This can involve breaking down complicated construction and permitting processes into simpler operations, and is necessary to give Harbour Authorities, individuals, and groups the knowledge and skills they require to successfully complete projects to established regulations, codes, and standards.

(2) Well-Being of Individuals

There is no specific requirement for this.

(3) Leadership of Human Resources

Leads and coordinates multi-disciplinary groups and agencies in meetings, working groups and projects to provide information on programs and policies, and to develop overall management and business plans. Guides incorporated Harbour Authorities in human resource planning including the recruitment of volunteers, students and employees, and consultants required to support the Harbour Authority program. This includes developing work plans and priorities, proposing terms of reference,

evaluating performance and creating alternate plans to accomplish objectives. This is a shared responsibility.

Conducts initial training of new Harbour Authority directors and members on such matters as corporate structure and bylaws, business, accounting, legal, and administrative matters associated with the operation of a Harbour Authority.

Conducts initial training of new persons in the Branch on such matters as corporate structure, administrative practices, business, operational and legal issues associated with the Small Craft Harbours program. This is a shared responsibility.

Provides management and operational guidance and training in accounting principles and procedures to incorporated recipient groups that have assumed responsibility of Federal harbours formerly under government jurisdiction. This is a shared responsibility.

Assigns and manages the work of Harbour Managers and Enforcement Officers through the development of work plans, performance reviews, and the determination of remuneration for services rendered. This is a shared responsibility.

Facilitates and chairs public meetings in communities to establish Harbour Authorities. Explains the management and operational concepts of Harbour Authorities including departmental and Harbour Authority responsibilities.

Guides incorporated Harbour Authorities in the development of a management plan which includes work plans, revenue generation, and maintenance and services programs. This is a shared responsibility.

(4) Money

BUDGETING

Participates in aspects of budget preparation and management including providing recommendations for the Area budget, providing financial advice and making recommendations for prioritization of projects, including cost benefit and risk analyses. Plans, costs and budgets for harbour operations and maintenance activities. On an ongoing basis monitors project status; reallocates funds within budget to compensate for changes; and conducts financial planning, forecasting and reporting. Provides advice and recommendations to incorporated harbour authorities and recipient groups on preparing and managing operational budgets to ensure their successful operation and long term sustainability.

MANAGING MONEY FLOW

Determines and negotiates commercial lease and licence annual rents with private commercial operators based on Treasury Board guidelines and market value appraisals. Monitors and tracks commercial leases and licences issued and payments received, advises the Area Chief on outstanding accounts and takes the appropriate enforcement action. Solicits financial contributions from other Federal, Provincial, and private sources for cost-shared projects with incorporated harbour authorities and recipient groups to reduce the demand on Small Craft Harbours budget. Provides advice and recommendations to incorporated harbour authorities on devising service fee schedules, determining commercial sub-lease rent and licence fees, and collection of accounts based on specific site and local market conditions and knowledge of other harbour operations.

SPENDING

Identifies, tenders, awards and administers maintenance and service contracts within allocated budget.

Awards contracts, verifies goods and or services are received and approves progress claims and final invoices for payment. Commits funds and recommends paying out funds under contractual agreements. Purchases goods and services using government credit cards issued in incumbents' name and accounts for all expenditures. Provides advice and recommendations to incorporated harbour authorities and recipient groups on tendering and contracting for goods and services, processing claims and invoices, and auditing requirements.

(5) Physical Assets and Products

Operates and provides minor maintenance of real property, harbour infrastructure and related equipment used by the commercial fishing stakeholders and the public in harbours that are managed directly by Small Craft Harbours, and minor maintenance at those sites under lease to Harbour Authorities. These assets are extremely valuable and very difficult to replace due to budget limitations and program inflexibility due to commitments to other projects.

Takes temporary custody of, and protects seized evidence gathered during investigations, to be used by the Crown during prosecution. This time sensitive evidence cannot be replaced.

Operates and maintains assets included in own work such as a government vehicle, personal computer, cellular telephone, office furniture, files, supplies, and software. With the exception of the vehicle these assets are not used by other staff and can be replaced, but at a considerable cost.

(6) Ensuring Compliance

As an enforcement officer pursuant to the Fishing and Recreational Harbours Act and Regulations, conducts routine inspections of harbour usage including that of fishers, commercial operators, lessors, and the general public to ensure compliance with regulations related to real property and environment issues, in order to ensure the safety of all harbour users and the general public and to protect the environment and harbour infrastructure. Compliance and enforcement activities are performed by examining a wide range of various options and statutes available to determine the most appropriate course of action. Duties require examining complaints, taking evidence, issuing warnings and recommending whether to pursue prosecution, and providing sworn testimony. Responsibility is shared and may require supervisor and senior management involvement.

Conducts on-site reviews and evaluations of Harbour Authorities' business and real property management practices to ensure compliance with and enforcement of the Fishing and Recreational Harbours Act, and the Small Craft Harbours' lease in order to protect the interests of the general public and fishing industry stakeholders in terms of safety and non-discriminatory public access. Depending on the degree of non-compliance, using own judgement and established precedents and practices, negotiates corrective action. Consults with supervisor regarding difficult situations.

Conducts on-site reviews to ensure Harbour Authorities are in compliance with the Provincial Labour Act, Worker's Compensation Act, Canada Corporation Act, Revenue Canada Taxation re: employee benefits and Harmonized Sales Tax. Negotiates compliances schedules and implementation of corrective action for violators using own judgement, precedents, and established practices. This is a shared responsibility.

Ensures that minor maintenance activities comply with the Canadian Environmental Assessment Act, Fisheries Act, Navigable Waters Protection Act, and provincial environmental regulations. The responsibility is shared. Failure to ensure compliance could result in legal action being initiated against

the Crown and/or incumbent.

Conducts Environmental Screenings on lease agreements with Harbour Authorities and the fishing industry or other users of federal property to ensure compliance with the Canadian Environmental Protection Act.

Skills

(7) Job Content Knowledge

Knowledge of negotiation principles and techniques and practices to effectively conclude initiatives and agreements with clients.

Knowledge of principles, practices, and techniques of leadership to effectively provide and coordinate the efforts of diverse groups towards common goals.

Knowledge of problem solving techniques with an ability to analyze issues and develop innovative and viable solutions is required when investigating problems and advising Harbour Authorities on property management, business and legal issues.

Knowledge of enforcement including investigative techniques and legal processes associated with the application of the Fishing and Recreational Harbours Act and Regulations, maritime, contract, tort and common law is required to carry out enforcement duties, investigate claims against the Crown and to provide specific advice to Harbour Authorities, the general public and management on land control and enforcement issues.

Knowledge of the principles and practices associated with real property management as it relates to custodial Federal property, including legal, administrative, and management techniques, procedures, and responsibilities is required to effectively operate harbours and to provide specific advice to Harbour Authorities.

Knowledge of real property acquisition and disposal methods including legal and property terminology; methods and procedures and the ability to read and interpret survey plans, deeds and descriptions in order to address client and legal requirements for management of harbours and implementation of construction projects.

Knowledge of harbour standards, regulatory requirements, facility inspection techniques and construction methodologies, including the ability to read and interpret construction drawings and specifications in order to analyze situations and provide advice to Harbour Authorities, management, contractors, consultants and regulatory agencies. Knowledge of project management, planning, implementation, critical time line analysis, negotiation approaches, and report writing to manage a minor maintenance program.

Knowledge of principles, practices, authorities and accountabilities of the financial process for budgeting, managing money flow, and expending funds for goods and services, and to exercise financial control over allocated budget.

Knowledge of financial review procedures, standards, and reports to conduct reviews of Harbour Authority activities.

Knowledge of financial accounting systems, including payroll taxation remittance procedures to train Harbour Authorities in accounting practices and record maintenance.

Knowledge of various options of revenue generation is required to advise Harbour Authorities on becoming financially viable businesses..

Knowledge of computer software, the internet and data entry programs, in order to gather information, prepare correspondence, produce reports and input data.

Knowledge of communication practices and techniques to prepare public presentations and written reports.

Knowledge of methods, techniques and practices required to conduct environmental screenings and assessments to ensure program compliance with federal and provincial environmental legislation.

Knowledge of inventory control and accountability standards to ensure asset utilization is managed and used for its intended purpose.

Knowledge of investigative techniques to ensure enforcement and evidence gathering procedures are conducted correctly and legally.

(8) Contextual Knowledge

WORK UNIT

Knowledge of the mandate and priorities of Small Craft Harbours' related to safety issues, harbour development and the reduction of operating expenditures through major devolution exercises and new business arrangements with clients through the Harbour Authority initiative.

Knowledge of administrative procedures and budgeting processes are required to deliver the maintenance/construction and operations program through a variety of initiatives.

Knowledge of the respective roles of regional staff on all management and operational issues is important in developing effective working relationships and providing a unified approach to issues.

Knowledge of collective agreements, travel directives, standards, procedures, guidelines and unit culture to conform to established practices.

Knowledge of the regional protocols respecting the media to ensure that the region conveys accurate information..

DEPARTMENT

Knowledge of the structure, roles, functions and responsibilities of the department, its objectives and priorities in support of the departmental vision and oceans strategy initiative in order to provide informed advice and recommendations to Harbour Authorities.

Knowledge of departmental policies, contacts and points of reference is required in order to understand changes within the fishing industry that will impact on the Small Craft Harbours' mandate and program initiatives.

Knowledge of the interaction between branches such as finance, communications, personnel, informatics, contracting, habitat management, and their advisors and directors to ensure contact is made with the person(s) responsible for any particular component of an initiative to ensure information

is received in a timely manner.

OTHER DEPARTMENTS

Knowledge is required of the roles and responsibilities of other Departments and their mandates, organizational structures, programs, culture, policies and regulations including Public Works and Government Services Canada and Treasury Board of Canada for administering minor maintenance projects; Industry Canada in terms of the creation and incorporation of Harbour Authorities; and other Departments such as the RCMP, Environment Canada, Transport Canada, Revenue Canada Taxation for enforcement and regulatory issues.

Knowledge of Human Resources Development Canada programs is required to access financial and human resources to assist in furthering the aims of Harbour Authorities through the development of partnership arrangements.

CANADIAN PRIVATE AND OTHER PUBLIC SECTORS

Knowledge of the roles, responsibilities, and programs of provincial departments, municipal governments and officials to provide assistance and consultation on the Harbour Authority and divestiture initiatives.

Knowledge of the political, cultural, and socio-economic status of the communities in the assigned portfolio to facilitate in the planning for the implementation of a Harbour Authority or divestiture initiatives, and for ongoing service delivery.

Knowledge of local politicians, special interest groups and the identity of community leaders to seek and provide consultation on program issues.

Knowledge of the trends and developments in the fishing industry that will impact on the Small Craft Harbours' initiatives, in order to forecast changes in the management options and levels of service required for commercial fishing harbours.

LEGISLATION/REGULATIONS

Knowledge of the content and underlying principles and intent of the following Acts and Regulations, as they apply to management and operation of real property and facilities, and to be able to minimize risks and to formulate a due diligencce legal defence in the event of a personal prosscution for violations of specific statutes and against civil suits:

Fishing & Recreational Harbours Act and Regulations

Fisheries Act

Oceans Act

Financial Administration Act

Treasury Board Regulations

Canadian Environmental Protection Act

Canadian Environment Assessment Act

Criminal Code of Canada

Navigable Waters Protection Act

Canada Business Corporations Act

Canada Labour Code and Regulations

Federal Real Property Act and Regulations

National Building Code of Canada

National Fire Code of Canada

Canada Shipping Act

Small Fishing Vessel Regulations

Various provincial acts and regulations

(9) Communication

COMMUNICATION OUT:

Presentation and public speaking skills are required when articulating policy information, reports, and recommendations to fishing industry stakeholders and public clients and in the formation of Harbour Authorities. This often requires interpreting policy in order to present arguments and dissuade individual biases as well as explaining and altering specialized legal and technical terminology so that it can be fully comprehended by various audiences.

Verbal and presentation skills are required to negotiate leasehold interests with incorporated groups and commercial operators. This requires skill in interpreting Treasury Board guidelines and explaining specialized legal terminology in order that information can be fully comprehended by the lessee. This requires skill to negotiate and persuade the lessee with respect to specific clauses in the lease, lease boundaries, and lease rates.

Writing skills are required to prepare correspondence to clients and to prepare various reports, draft ministerial correspondence and fact sheets. This requires skill in interpreting information and explaining complicated and sensitive issues.

Verbal skills are required to present the assigned functions in the wide ranging consultations with client groups, regional officials, and other government departments to explain policies, priorities and activities, negotiate issues, obtain input and gain agreement and cooperation to handle sensitive situations. Depending on the client groups, the message must be altered and simplified in order to be understood and effective.

Written and verbal skills are required to provide information to various fishing industry stakeholders, politicians, and the general public with respect to the Small Craft Harbours program and policies. This often involves explaining complicated policies, procedures, and standards which involves transforming information into alternate terms in order that it can be fully understood by a varying audience.

Verbal, written, and presentation skills are required to train incorporated Harbour Authorities in such matters as business planning, revenue generation, financial record keeping, and technical matters such as construction standards, specifications, tendering. This involves breaking down complicated financial and construction processes into simple, understandable steps and is necessary to give Harbour Authorities the knowledge and skills they require to develop and maintain good financial and construction practices.

COMMUNICATION IN:

Listening skills to interpret inquiries from clients who have difficulty understanding program related issues to determine their exact requirements and providing them the correct information. Observation skills to read between the lines when conducting public information sessions and to adjust delivery to the respective mood of the audience. Reading skills to gather and synthesize information written in legislative and regulatory language to draft responses to people having different requirements and levels of interpretation. Reading skills to digest information and demands from groups or individuals and review proposed responses to ensure that they contain accurate information.

(10) Motor and Sensory Skills

In the course of travel and performance of duties, there is a requirement for dexterity and coordination to embark and disembark vessels, and land vehicles while carrying equipment, and to inspect harbour infrastructure under unsafe conditions due to climate conditions, unsafe structures, and slippery conditions cause by the marine environment.

Manual dexterity and coordination skills are required for the daily operation of a computer keyboard in the preparation of correspondence, reports and inputting data. Dexterity is required to operate other office equipment such as photo copiers, fax machines and cellular telephones.

Physical dexterity, hand-eye coordination and concentration are required to drive land vehicles on a daily basis, often in inclement weather, poor road conditions, and during darkness.

A keen sense of smell is occasionally required to observe and address operational risks or compliance problems with respect to combustible or hazardous substances.

Effort**(11) Intellectual Effort**

Applying strategies, practices and approaches to govern the negotiation and consultative processes with fishing industry stakeholders and the public involved in the implementation of the Harbour Authority policy. The work is performed under departmental time line pressures to achieve imposed goals, and involves dependence on other government departments and agencies, client pressures for information, conflicting stakeholders interests and changing policy interpretations.

Analyses and evaluates the associated business and operational plans of the established Harbour Authorities to evaluate their effectiveness from a management, operational, business, and legal perspective and implementing corrective measures through consultation or direct intervention. This work is performed under time line pressures imposed by the department, individual biases against the department, and client reluctance to change or comply with directives.

Negotiates the resolution of differing interpretations as they arise in the administration of harbour authorities, including enforcement procedures, data collection, and collection of revenues from fees and services. The work is occasionally performed without the benefit of established practices and precedents and without the availability of human resources required to meet imposed goals and deadlines.

Intellectual effort must be applied in the management of a minor maintenance program to analyze requirements for program expenditures, prioritize project requests for funding, and for the preparation of project proposals, plans and specifications. The work is performed under time line pressures imposed by the department and clients, weather and climatic conditions, and the dependence on other government departments and agencies. There is a constant requirement to analyze an on-going number of project requests to seek or create solutions from a large number of options, and to make funding recommendations with limited program funding.

Develops strategies and options unique to each situation in order to conduct sensitive negotiations with client groups regarding the management and the identification and initiation of divestiture of real property. The work is performed under departmental time line pressures to achieve imposed goals, dependence on other government departments and agencies, client pressures for information and legal interpretations, conflicting stakeholders interests, and negative public opinion against overall government fiscal restraint and perceived downloading policies.

Analyzes requirements for harbours and facilities in communities, judges and assigns relative priorities and develops short and long-term construction, maintenance and operational programs. Recommendations and decisions consider competing interests for limited funding, feasibility of proposals from harbour users, communities, environmental, economic, social and political consequences, and conflicting needs or demands of user groups.

Make decisions on short term harbour maintenance program requirements. Decisions must consider safety issues and associated priorities, the impact on communities, harbour users, and the fishing industry.

(12) Sustained Attention

The work requires long periods of sustained attention when operating a motor vehicle in order to concentrate on the road while driving under stressful factors such as wildlife, night driving, and adverse weather conditions. There are frequent interruptions with calls from cellular telephones which increase the risk of accidents. This work takes up to twenty percent of the incumbent's time on an ongoing basis, due to the geographic size of the area of responsibility.

The requirement to sustain attention while attending public and internal business meetings as a leader and participant is required to comprehend and interpret information and to contribute effectively to a variety of complex initiatives and concerns. These activities consume twenty percent of the available time.

Long periods of sustained attention is required to review financial records where errors have occurred in order to locate and take corrective action. This activity consumes five percent of available time.

(13) Psychological/Emotional Effort

Psychological/emotional effort is needed to remain impartial and composed while providing information services to irate clients who are objecting to decisions. There is no control over the number of clients or how they will choose to express their anger.

Psychological/emotional effort is needed to remain impartial and composed while carrying out enforcement duties involving upset clients who are not in compliance with the law. There is no control over the number of clients or how they will choose to express their anger.

Psychological/emotional effort is required to put aside personal beliefs and maintain composure when articulating, defending and implementing views that may not be one's own. There is little or no control over the duration and frequency of incidents.

Psychological/emotional effort is needed to meet work requirements that entail frequent absences from home and family with very little control over the occurrence, duration, and frequency.

(14) Physical Effort

On a daily basis, the work involves long periods of sitting to read a variety of hard copy and electronic information, to operate a personal computer and to analyze problems and offer suggested solutions.

On a frequent basis, the work involves visiting harbour locations where construction activity is occurring, climbing on and off vessels, wharves and harbour facilities, walking over uneven and slippery surfaces to carry out facility inspections. This requires the provision of protective and safety equipment including safety boots, life jackets, gloves and hard hats.

There is a weekly requirement to attend meetings and stand for long periods of time in directing discussions or to sit for extended periods recording information.

There is a frequent requirement to visit remote harbour locations and communities to attend meetings. This involves prolonged periods of driving alone and sitting in one position, as well as requirement to travel on helicopters, small planes and vessels.

The work requires stamina and concentration to work extended and irregular hours to meet operational demands and accommodate client needs.

The work requires the occasional lifting and carrying of heavy loads such as construction materials and equipment such as motors, winches, and office equipment for a short distance.

Working Conditions

(15) Work Environment

The work is performed in both an office and external environment. The work involves continuous exposure to noise and frequent interruptions from staff, callers, and visitors, as well as exposure to glare from computer monitors during long periods of keyboarding. There is a continuous requirement to deal with imposed deadlines from the completion of reviews, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, and politically sensitive issues associated with program policies.

The work involves attending on site meetings at many varied locations with community groups, Harbour Authorities, and the general public several times a week, many of which are of a sensitive nature and pose a requirement to deal with angry, distressed, and confrontational people.

The work also involves continuous exposure to harbour and construction sites. The on site work involves continuous exposure to inclement weather, extremes of heat and cold, dust, fumes and noise. Occasionally there is a requirement to climb ladders, board vessels and walk over rough and slippery

term in all weather conditions. There is a requirement to wear safety and protective clothing when visiting construction sites and inspecting harbour facilities.

There is a frequent requirement to work unpredictable and uncontrollable hours to deal with time lines imposed by third party meetings and/or locations.

The work requires extended periods of driving alone, and in all weather conditions, both day and night.

(16) Risk to Health

Repeated travel on a weekly basis involves driving a vehicle for extended periods of time while exposed to wildlife on highways, inclement weather and on sub-standard road conditions, often in remote locations. This activity may cause muscular pain in the back and shoulders, eye strain, and fatigue, and increased risk of highway accidents.

Daily exposure to continuous meetings and phone calls, imposed deadlines, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, politically sensitive issues, and uncontrollable hours cause high stress levels that can lead to severe psychological and physical problems.

Visiting remote harbour locations alone and carrying out inspections of harbour structures and structurally unsafe facilities poses a risk to personal safety.

The office work environment is characterized by occasional visits from angry, distressed and confrontational individuals or groups of people. The unpredictability of this type of working environment leads to stress and anxiety, as such disruptions affect imposed deadlines and client service and increases the possibility of verbal confrontations.

There is occasional exposure when confronting individuals or groups of people to carry out enforcement roles. This type of work leads to stress and anxiety, as often such individuals are agitated, threatening and confrontational, and pose the risk of physical harm.

The frequent use of finger and wrist muscles to enter data on a computer keyboard and produce correspondence, reports, environmental screening, and contribution documents, can cause muscular pain.

The external work environment is characterized regularly by exposure to angry, distressed, and confrontational individuals and groups at meetings, and during on-site visits to harbours. The unpredictability of this type of working environment leads to stress and anxiety as often such individuals or groups are agitated, threatening and confrontational, and pose the risk of physical harm.

RATIONALE — Program Officer

Position Number: 1046, 1047, 1048, 22172, 1056, 21019
Position Title: Program Officer
Branch/Division/Section Small Craft Harbours
Region: Newfoundland
Location: Various
Supervisor: Area Chief
Supervisor's Position #: Various
Supervisor's Level: PM-05

Background:

The subject position (SP) was last reviewed in 1994, which resulted in reclassification of the position from PM-02 to PM-03.

Consultation with the Director, SCH, the three Area Chiefs and the six incumbents of the Program Officer positions (February 1, 2001) suggests that the job has changed significantly. While the core duties of the position remain substantially the same, responsibility has expanded in several areas coincident with the government-wide emphasis on issues such as Occupational Safety and Health, and, Environmental Protection. In terms of occupational safety and health, the SP is now responsible not only for ensuring that good safety practices, are followed (i.e. inspection) but that local stakeholders (i.e. Harbour Authorities, Harbour Masters, harbour users, etc.) adopt a proactive "safety culture". Influencing the existing attitudes requires persuasion, education and co-operation. The responsibility for safety, as well as maintenance, was previously delegated to PWGSC. In the area of environmental protection, Program Officers are now responsible for identifying, encouraging and fostering concepts such as recycling and "first response". Perhaps the area of greatest change in the Newfoundland Region, is related to the growing maturity of the Harbour Authorities concept. This concept was first introduced approximately 1991; however, it is only in recent years that it is realizing its' full potential. Harbour Authorities have grown in number to 143 and are expected to further increase to approximately 300.

The expanded Program Officer role dictates that incumbents serve as counsellor and advisor to Harbour Authorities in terms of strategizing appropriate harbour construction, maintenance and development, in consideration of competing interests for limited funding, feasibility of proposals from harbour users and communities, as well as environmental, economic, social and political consequences. The Program Officer then acts as liaison/advocate/negotiator/departmental representative for proposals, making verbal and written presentations to the Area Chief or to other government departments (i.e. ACOA, PWGSC, HRDC and Industry Canada) for funding and/or labour (Area Chiefs confirm that Program Officers have been delegated responsibility for direct negotiations with OGDs.).

In real terms, advice and counsel might take the form of:

- Recommendations/decisions to create a Harbour Authority in one community versus other contiguous communities, the effect of which is to draw marine/economic activity to the site as a result of the improved infrastructure, and, to create employment needed

to maintain that infrastructure. Such decisions are politically and economically sensitive in that communities compete for limited infrastructure;

- negotiating with other Branches of DFO to allow Harbour Authorities to adopt new/innovative initiatives such as contracting local fishers to place and remove aids to navigation, or, to acquire "spill booms" to allow members of the community to clean up small spills of hazardous waste - impact on employment, environment and limited departmental resources; or,
- recommending wharf extensions which allow larger/foreign vessels to use the harbour facilities, which in turn brings monies to the community, not only in terms of berthage fees, but also to local retailers (i.e. purchases of gas and supplies, repairs, hotels, etc.).

The foregoing examples are representations only, not an exhaustive list, of a wide variety of activities in which the Program Officer may be involved. The social and economic advantages to Newfoundland outport communities impacted by the loss of the Northern Cod fishery and the resulting out-migration of residents must be considered significant.

In the context of the PM Classification Standard, this expanded role increases the requirement for General Administration Knowledge, and results in a positive change to the Nature of Responsibility for the Contacts Factor.

Category Allocation: Administrative & Foreign Service

Category definition (occupational groups engaged in planning, execution, conduct and control of programmes serving the public interest and the requirements of internal management in the Public Service of Canada); and Inclusion # 2 in that the SP is responsible for providing program support and advice related to the maintenance, operation and management of harbours.

No exclusions apply.

Group Allocation: Programme Administration

Group definition (i.e. The planning, execution and control of programs directed toward the public) and Inclusion # 1.

No exclusions apply.

Knowledge	C2	224	
<ul style="list-style-type: none"> Program & Specialized Technical 			
<p>The work requires knowledge of a variety of acts and regulations including the Fishing and Recreational Harbours Act, Canada Business Corporations Act, Fisheries Act as well as the principles, practices and techniques relating to various rules and procedures i.e. budgeting, accounting systems, real property acquisition and disposal, leases, facility inspection and maintenance techniques and practices, construction methods, revenue generation and control, and assets management.</p> <p>> BM 28, District Licensing Administrator at degree B</p> <p>< BM 9, Advisory & Monitoring Officer at degree D, in that the BM requires knowledge of Excise Tax Act and regulations, Bankruptcy Act and various federal and provincial statutes to develop operational policies, directives and provide guidance to regions. A knowledge of revenue accounting and auditing techniques, systems, procedures and practices is required to develop/adapt systems and procedures in response to legislative changes.</p> <p>= BM 17, Benefit Programs Officer at degree C</p>			
<ul style="list-style-type: none"> General Administration 			
<p>The work requires knowledge of administrative procedures such as tendering, procurement, contracting for services, inventory control, computer operations and human resources practices to administer maintenance and service contracts and to provide advice and guidance to Harbour Authorities, Harbour Managers and Enforcement Officers.</p> <p>> BM 17, Benefit Programs Officer at degree 1, in that the BM only requires knowledge of financial authorities governing travel, printing and publications.</p> <p>< BM 2, Airport Manager, Victoria at degree 3, in that the BM requires knowledge of various administrative practices and procedures to manage the operation of a major airport, a staff of 34 through 3 subordinate supervisors and 21 contracted employees (who provide maintenance and security support).</p>			
Decision Making	B2	146	
<ul style="list-style-type: none"> Scope 			
<p>Decisions and recommendations are made with respect to maintenance, operations and management of harbours within established guidelines. Advice and guidance is provided to Harbour Authorities, area management and fishing industry stakeholders. Initiative and judgement are required to resolve disputes between Harbour Authorities and harbour clients over service and maintenance issues and to intervene in the operation of Harbour Authorities in cases of non-compliance with the terms and conditions of their agreement.</p> <p>> BM 28, District Licensing Administrator at degree A</p> <p>< BM 2, Airport Manager, Victoria at degree C</p> <p>= BM 17, Benefits Program Officer at degree B</p>			
<ul style="list-style-type: none"> Impact 			

<p>Decisions and recommendations impact on the effectiveness of harbour operations and the levels of service to harbour users in the area.</p> <p>< BM 8, Chief, Passenger Terminal Operations at degree 3</p> <p>= BM 17, Benefit Programs Officer at degree 2</p>			
Operational Responsibility	C	40	
<p>The work requires assessing the effectiveness of harbour operations, providing advice and guidance to Harbour Authorities, identifying areas of concern and providing training when necessary. It also involves recommending procedural and policy changes to the Area Chief or SCH Regional Managers when appropriate.</p> <p>> BM 28, District Licensing Administrator at degree B</p> <p>< BM 14, Regional Manager, Investigation and Control at degree D</p> <p>= BM 17, Benefit Programs Officer at degree C</p>			
Contacts	3	110	
<p>The SP consults with fishing industry stakeholders, officials of other government departments and with public clients to interpret and explain policies, to exchange information and to negotiate agreement and cooperation on sensitive political, economic and social issues.</p> <p>> BM 28, District Licensing Administrator at degree 2</p> <p>< BM 7, Tariff Classification Policy Specialist at degree 4, in that the BM has contact with business and trade associations to solicit their cooperation in order to develop Customs policy; with officers of the Department of Finance to negotiate new and amended tariff legislation and interpretations of considerable significance to Canadian industry; and, with Canadian and foreign manufacturers, importer and trade associations to determine the affects of new tariff items and ensure their feasibility prior to developing Regulations and guidelines for the implementation of changes to Customs legislation.</p> <p>= BM 2, Airport Manager at degree 3.</p>			
TOTAL	520	PM-04 (501 - 610)	

Rationale prepared by Fitzpatrick Consulting

POSITION NO.: XXX-XXXXX
DIRECTORATE/BRANCH: Small Craft Harbours, _____
REGION AND LOCATION: Maritimes Region/_____
POSITION TITLE & LEVEL: SCH Business Manager (PM-3 prop.)
SUPERVISOR: Chief, Small Craft Harbours

CLIENT-SERVICE RESULTS

Implementing the DFO initiative to establish Harbour Authorities (HAs) for the assigned commercial fishing harbours, and providing the full range of SCH service/program delivery for approximately 50 commercial and recreational harbours in the assigned SCH district, either through DFO resources or through HAs.

KEY ACTIVITIES

Implementing DFO's HAs policy initiative for all commercial fishing harbours, including promotional and consultative activities, negotiations with interest groups/communities, and assisting these entities to establish Boards of Directors and develop initial business, revenue, financial and resource plans for approval in the Region prior to their legal incorporation and the issuance of a lease.

Coordinating extensive training for HAs to ensure their Board of Directors and members are fully aware of their mandate, their management and operational responsibilities and accountabilities, and are properly equipped to effectively and efficiently operate a successful HA.

Assisting with established HAs on, or coordinating with Regional SCH HQs, specific issues that are beyond their current realm of expertise and/or experience, including major legal and enforcement matters, cost-benefit and engineering analyses, consulting projects, major refinancing matters, etc., or in turning-around cash shortages or other management/operational problems.

Monitoring all HAs and especially those encountering legal, administrative, property management, specific service delivery or financial, etc., difficulties to determine needed interventions and strategies, collaboratively with the regional SCH HQs, the HAs and other involved parties, or directing unilateral action to protect the DFO assets and funds being administered under lease by the HA.

Providing the delivery of day-to day operations, or overseeing their provision through HAs and Harbour Managers, for the assigned portfolio, which covers an extensive range of legal, business analysis, financial and operational/management activities (e.g., planning, maintenance and supervision of facilities and land, environmental and public health and safety, marine practices, vessel maintenance, project management, garbage disposal, waste oil and container maintenance, power requirements, frequent contacts with police, fire and health authorities, signage, inspection practices, etc.).

Coordinating the commercial and recreational harbours' development and maintenance plans for the assigned portfolio through extensive consultations with HAs and other involved parties (e.g., commercial fishermen, recreational boaters, vessel owners/captains, fish buyers, fish processing plant owners, industry, community-groups, municipal politicians, prov. representatives, etc.) to ensure their input to these processes and to advocate DFO's priorities and current policy positions.

Providing input to the SCH Chief on the acquisition and divestiture of SCH properties. Participate in the ongoing process on monitoring and coordination of these two activities.

Providing ongoing direction to Harbour Managers and consulting/advisory services to HAs concerning their roles for the management and operations of the harbours in the assigned portfolio.

Interfacing and consulting with other DFO organizations concerning activities that involve, or will be affected by, their mandates and operations, and with the portfolio's external clients, stakeholders and partners to negotiate agreements on policy, program approaches, define roles and responsibilities, provide advisory services and to advocate the positions and priorities of SCH, the Region and DFO.

Examining HAs proposed budgets and business plans to ensure their adequacy and the justification for funding requests, due to the financial limitations of HAs, identifying alternative resource/revenue sources for action by the HA, and recommending to the Regional SCH HQs the proposed approach for funding to HAs in light of the portfolio's overall management, maintenance and development plans.

Providing input to the Region's database on all facilities, assets, leases, equipment, etc., ensuring new acquisitions across the network of commercial and recreational harbours is updated, and monitoring the data to ensure adequate maintenance and protection for SCH/DFO assets.

SUBSTANTIATING DATA

FACTOR 1: SERVICE DELIVERY

Element 1: Interaction

The work involves effort in:

- developing, through consultation with the Region's SCH HQs, the HAs and other internal and external clients, stakeholders and partners, the overall strategic, operational and harbours' development and maintenance plans for the assigned harbours;
- conducting sensitive negotiations with HAs, or with communities interested in establishing a HA or in acquiring a Recreational or Commercial Harbour identified under the Region's divestiture program, often involving multi-partite negotiations/consultations with provincial or private sector organizations;
- resolving development or maintenance issues with involved communities, or clients of the specific SCH, and convincing them of alternative means to address the issue, or explaining the DFO position concerning the reason their proposal can not be partially, or fully, supported;
- interfacing with suppliers and contractors concerning acquisitions, the repair or maintenance of SCH properties, equipment, facilities and assets and approving payment or revising their service charges;
- coordinating the day-to-day operations of the system of SCHs in the assigned district through providing guidance and direction to Harbour Managers and to HAs;
- intervening in HAs where there appears to be problems related to cash-flow, operational deficiencies, client complaints over service, excessive maintenance costs, etc., to pinpoint the cause of these situations with the HAs and to direct corrective action;
- undertaking legal and enforcement actions in more H.A. harbours and provide assistance when HAs can not implement due to their complexity or the nature of the issue, or which may be against the HAs for breach of contract;

-providing training to HAs and performing representational activities with a wide range of external clients, stakeholders and partners (e.g., prov., municipal and community representatives, private sector entities, fishermen, vessel owners, fish buyers, etc) often requiring advocacy and persuasion to gain agreement to the DFO position or priority.

Element 2: Influence

The work has an impact on:

- the effectiveness of consultations and negotiations with external clients, stakeholders and partners and the success of the Region in implementing government and DFO priorities (e.g., HAs and divestiture);
- the management and operation of the 50 commercial and recreational harbours in the assigned portfolio either through HAs or Harbour Managers and their levels of service to the harbours' clients;
- the selection, prioritization and funding provided to requests for harbour development and maintenance, the acquisition of land and waterlots;
- the business operations of the HAs and their successful launch and ongoing viability through providing counselling and advisory services, monitoring and evaluating their performance and assisting them to correct deficiencies or directing such action;
- the revocation of leases of HAs that are not performing to the established levels of service and profitability and the outcome of other legal actions taken against individuals or companies that do not follow SCH regulations and DFO legislation or cause damage to SCH assets;
- the granting of leases and licences on all properties administered by DFO and the effectiveness of the ensuing operations;
- the overall District and Region's SCH planning through input to various planning processes (e.g., resource, development, maintenance, etc.) involving the assigned portfolio;
- the revenues collected by the HAs and also the department through cost-recovery and other revenue generation schemes;
- the success of training to assist HAs commence their operations well and attain long-term viability;
- the full range of operational and harbour management activities provided on a daily basis to the clients of the harbours in the assigned portfolio;
- the success of transforming the SCH program from a high resource-intensive and hands-on program to one where the DFO resources act more in the role of corporate facilitators, monitors and auditors;
- pilot projects and joint ventures undertaken with communities, provincial agencies, etc., that are designed to improve the economic performance of the communities and advance DFO priorities for HAs and divestiture of recreational and surplus harbours.
- the identification, consultation and negotiation with suppliers and contractors and the cost-effective administration of their work and services;
- the effective utilization of the \$ in program expenditures for the assigned recreational and commercial harbours.

Element 3: Thinking Challenge

The work requires an effort in:

- developing strategies for the assigned portfolio to successfully implement the two SCH major initiatives. One of the formation of HAs and second the divestiture of Recreational and surplus

Commercial Harbours, as well as to govern the delivery of ongoing services to the clients of the portfolio's Approx. 50 harbours;

- representing, in a proactive and positive way, the rationale for the two priorities and for the evolution in the SCH service delivery mode from a hands-on provider to a more corporate advisory, monitoring and auditing role, so as to gain understanding and acceptance by portfolio clients, stakeholders and partners;
- developing the strategies for, and conducting, significant and sensitive negotiations with clients, stakeholders and partners regarding issues such as establishing HAs, the sale or transfer of recreational and surplus commercial harbours, development and maintenance plans or ad-hoc requirements, funding, the acquisition of land and waterlots to support the operations of the portfolio's system of SCH, etc.;
- participating in the development of, or revisions to, the District's consolidated plans and policy and procedural frameworks and in the development of its input to National frameworks and instruments;
- assisting HAs with their initial set-up and incorporation and with establishing long-term viability and economic spin-offs for the involved communities;
- conducting detailed analyses in several fields (e.g., business planning, environmental, financial management, harbour operations, engineering support, repair and maintenance, socio-economic status, legal/enforcement actions, realty, etc.) and developing recommendations and actions that best serve DFO's interests and the SCH mandate while providing appropriate service to clients and the proper interface with partners;
- identifying the training needs of HA and Harbour Managers, coordinating or delivering the required training, and monitoring performance to identify areas where retraining would enhance performance and attainment of DFO goals;
- developing and recommending approaches and consultative processes to resolve contentious issues, guiding the process, and preparing the strategy to present these proposals for approval;
- negotiating partnership arrangements, support agreements or contracts with OGDs, provincial agencies, private sector contractors/consultants, etc., for such matters as obtaining required services, determining costs and shared funding and work sharing agreements, etc.;
- analyzing current program delivery characteristics to develop an awareness of future service requirements and possible problem areas that may escalate to the political level;
- developing strategies when serving as an expert witness, or preparing external partners or other Regional staff to perform this role when required due to enforcement activity.

Element 4: Physical Demands

The work requires: extensive sitting (e.g. at the desk/computer, meetings) prolonged standing when providing training; extended eye focus when preparing documents and when keyboarding, and travel and exposure to field conditions.

FACTOR 2: CARE AND RESPONSIBILITY

Element 1: Responsibility for the Work of Others

The work involves: ensuring HAs and Harbour Managers are trained in the SCH priorities and the required legislation, regulations and business activities that they will perform; monitoring their actions; identifying training and retraining needs; coaching and guiding their business activities; recommending revisions to operational performance and approaches; and evaluating the work performed and the satisfaction of affected clients and partners. This equates on an average to up to 25 FTEs a year.

Element 2: Responsibility for the Care of Individuals - No specific requirements.

Element 3: Responsibility for Financial Resources

The work involves: identifying, tendering, awarding and administering all in-house controlled goods and service, maintenance and operational contracts (i.e., up to \$100.0K per work order or call-up); prioritizing and controlling the annual land and waterlot acquisition process for the portfolio, and negotiating the annual remuneration for each Harbour Manager based on an evaluation of their performance and client satisfaction.

Element 4: Responsibility for Technical Resources

The work involves: proper use and maintenance of a computer and associated software and of specialized and general training aids and equipment. Total value \$15K.

FACTOR 3: WORKING CONDITIONS

Element 1: Environment

The work is performed in an office and on-site around the Region, where Harbour Managers, HAs and SCH clients/partners are located, and involves: frequent interruptions; frequent exposure to glare/eye strain from prolonged use of the computer; concentration when developing plans, courses, submissions, etc.; a lack of control over the pace of work; multiple, changing priorities; the conduct of sensitive meetings with external clients and partners, and frequent exposure to inclement field conditions and travel.

Element 2: Risk to Health

The work poses a risk to health from: pressure caused by the need to meet changing, tight time frames and high quality standards; balancing the divergent views within the Region and of external clients; the conduct of confrontational meetings with external clients, stakeholders and partners; eye strain, due to extended periods of eye focus when reviewing documentation and using the computer; and exposure to training and field conditions that some cases requires protective clothing; also requirement to drive extensively on highways and side roads in all weather and different road conditions..

FACTOR 4: SKILL AND KNOWLEDGE

Element 1: Context

The work requires knowledge of:

- the priorities of DFO and the Region related to HAs and Divestiture and to other operational issues;
- the mandate and organization of the Region's SCH program and its linkages with other corporate and regional organizations within DFO, with the provincial and municipal governments, community associations, and other clients, stakeholders and partners;
- DFO and government policies and procedures for the creation and oversight of independent business entities involving several areas such as business planning and analysis, legal frameworks governing the activities of these entities operating under lease arrangements with the Crown, custodial activities, legal enforcement, realty, business accounting, finance, personnel, materiel management, etc.;

- the socio-economic status of the communities in the assigned portfolio to facilitate the planning for the implementation of the HA and Divestiture initiatives and for ongoing SCH service delivery;
- trends and developments in the fishing industry that will impact on the HA initiative and in order to forecast changes in the types or levels of service required for the commercial fishing harbours;
- revenue generation and collection and financial/business practices to provide advice on these critical aspects of business operations to HAs and to ensure the probity of their financial/business actions;
- the linkages with contractors and suppliers in the assigned portfolio's area to access expertise and to arrange needed project support activity (e.g., repair, minor construction, socio-economic analyses, etc.);
- the total range of functions and operations related to the management of a SCH, including the associated realty, assets, equipment, engineering and operating conditions.

Element 2: Acts and Regulations

The work requires knowledge of: the Fisheries Act; the Fishing and Recreational Harbours Act and Regulations which control the use and operation of federal harbour facilities and provide authority for enforcement actions, and licences; the Canada Business Corporations Act concerning the creation and incorporation of HAs; a variety of federal and provincial/municipal legislation and regulations as they pertain to realty and associated matters (e.g., Real Property Act and Regulations, Environmental Assessment Act, Crown Assets Disposal Act, the National Building and Fire Codes of Canada, Municipal Grants Act, building codes, tort and contract law, etc.); the FAA, PSEA and PSSRA as they pertain to the management of staff and the HAs program resources or to the HAs initiative (e.g. planning, financial management, accounting), and TB Regulations in several fields such as procurement, materiel management, inventory systems, disposal of property, etc.).

Element 3: Theories and Principles

The work requires knowledge of the theories and principles of: basic marine construction; business analysis and management in order to facilitate the creation of the HAs; training to provide HAs and Harbour Managers with the essential knowledge and skill base required to successfully perform their activities; negotiation to conduct such processes often for major commercial harbours of considerable economic worth; consultation and promotion to solicit interest and lead to the arrangement of HA leases; human resources management for Harbour Managers and to assist the HAs with such actions; general administration and financial management to control the SCH investment in the portfolio of SCHs, and of management to provide ongoing and functional direction.

Element 4: Methods, Techniques and Practices

The work requires knowledge of:

- strategic, operational and business/financial planning;
- consultative techniques in order to establish networks with communities and other involved public and private sector parties involved in the HA and Divestiture initiatives, and ongoing SCH actions, and to advocate the DFO position and priorities;
- negotiation methods and techniques to conduct negotiations with the HAs, provincial governments and OGDs and community associations and delegations;
- policy and program development to participate in the formulation of the District's and Region's frameworks and the implementation strategies and activities for the HA program;

- training techniques and practices including, needs identification; implementation, evaluation and validation; monitoring of performance by HAs and Harbour Managers; identification of retraining needs;
- enforcement operating methods and techniques related to the operation and management of SCHs;
- advisory techniques to provide strategic options, briefing notes and reports to SCH Chiefs, OGDs, industry, and other external clients and partners;
- monitoring and evaluation techniques to determine the appropriateness, business viability and cost-effectiveness of the orientations and activities of HAs and to allow timely interventions to be made to correct deficiencies in the assigned portfolio;
- representation techniques to deal with community groups, industry, provincial agencies, and other involved parties often involving public education and communication activities;
- construction and maintenance techniques related to the operation of SCHs;
- practices involved in the preparation of Ministerial Correspondence, senior management briefings and the preparation of internal funding, policy and procedural submissions concerning the approval of a variety of plans, resource allocations and policy/program proposals;
- the use of a computer and associated software packages (e.g. WP5.2) and of a LAN.

Element 5: Communications

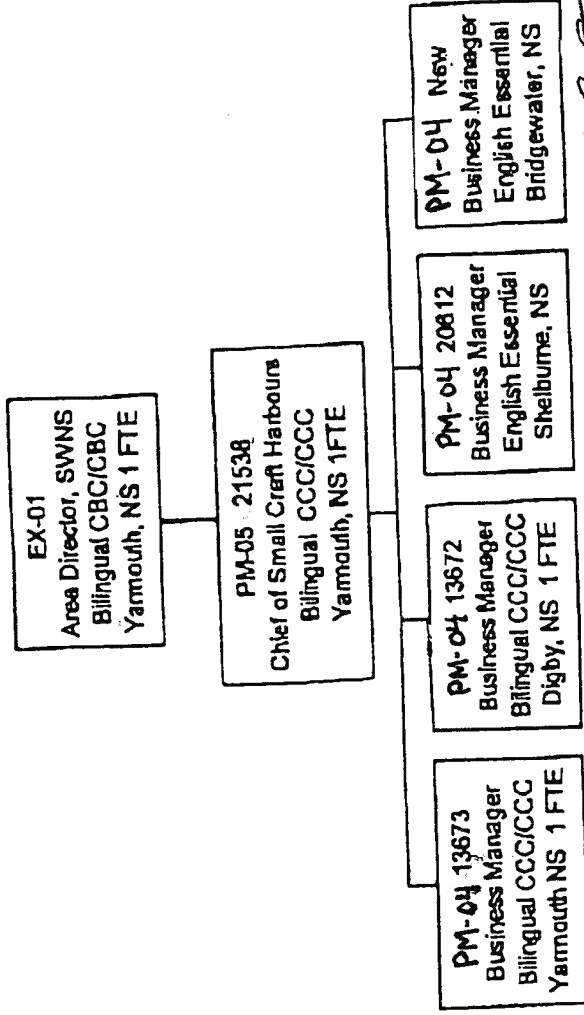
The work requires:

- writing skills in: preparing directives and guidelines for use by Harbour Managers and the HAs; developing or evaluating training courses and modules; preparing presentations for HAs and external and DFO clients; participating in the development of the District's and Region's policies and procedures; preparing planning and resourcing submissions for internal and external approval; and preparing correspondence/documentation for internal and external audiences and for action by senior management of the Region and HQs.
- verbal skills: in representing the assigned functions in wide ranging consultations (e.g. representatives of external partner/client organizations, HAs, officials of the Region, HQs, OGDs, provincial and municipal governments, private sector stakeholders, and partners) to explain priorities and activities, negotiate issues, obtain input, gain agreement and cooperation, and to handle sensitive situations such as the revocation of a HA's lease.

Element 6: Physical Dexterity

The work requires the frequent: operation of a computer keyboard and office equipment; use and set up of training equipment; driving of a vehicle; and inspection of harbour properties often under inclement conditions which can require agility.

Chart 2M800
Small Craft Harbours - SWNS



Signature: _____

Date: _____

Boudreau, Mireille

From: Boudreau, Mireille
Sent: Monday, December 17, 2001 2:02 PM
To: Hartinger, Lisa

Yarmouth OK

Importance: High
Sensitivity: Confidential

#1. Please pull the following 2 positions files, and set them aside with this email, as we will very soon be processing:

- changes in reporting relationships
- positions reclassifications PM-03 to PM-04:

<u>Vacant (ongoing competition):</u>	<u>Region:</u>	<u>New reporting Relationship to:</u>
27261	Maritimes	ENG-04 27831 Mike Britten (AD's Office org, Sydney, NS)
27262	Maritimes	ENG-04 27840 Vacant (AD's Office org, Yarmouth, NS)

The changes in reporting relationships and the position reclassifications are effective retroactive to the date that these Business Managers positions were created.
"AD" stands for "Area Director".

#2. Please pull the following 11 position files, and set them aside with this, as we will very soon be processing:

- changes in reporting relationships
- positions PM-03 to PM-04 reclassifications
- incumbent PM-03 to PM-04 reclassifications

<u>Incumbered posn:</u>	<u>Region:</u>	<u>Incumbent:</u>	<u>New reporting Relationship to:</u>
7805 13667	Gulf	A. Noel	ENG-04 27838 Vacant (AD's Office org, Tracadie, NB)
13665	Gulf	J. Kelly	Stays PM-05 7388 Morrissey (AD's Office)
13666 org, Ch'town, PEI)	Gulf	D. Thibodeau	Stays PM-05 7388 Morrissey (AD's Office)
13668	Gulf	R. Duplessis	ENG-04 27838 Vacant (AD's Office org, Tracadie, NB)
13669	Gulf	J. Garnett	ENG-04 27832 Vacant (AD's Office org, St. Andrews, NB)
13670	Gulf	T. Chiasson	ENG-04 27839 Vacant (AD's Office org, Antigonish, NS)
13671 org, Antigonish, NS)	Gulf	P. MacDonald	ENG-04 27839 Vacant (AD's Office)
13672	Maritimes	W. Hall	ENG-04 27840 Vacant (AD's Office org, Yarmouth, NS)
13673*	Maritimes	A. Sweeney	ENG-04 27840 Vacant (AD's Office org, Yarmouth, NS)
13674*	Maritimes	W. Newman	ENG-04 27831 Mike Britten (AD's Office org, Sydney, NS)
20612	Maritimes	W. Malloy	ENG-04 27840 Vacant (AD's Office org, Yarmouth, NS)

(*I have 13673 and 13674 with me already.)

#2 is effective April 1, 2001.

SPECIAL NOTE:

i) We do classification actions for positions in the Gulf. You will be co-ordinating with our counterparts in the Gulf (Moncton, NB) - Patricia Gaudet is the HR Advisor 506-851-6960 (I can't recall her assistant's name). If the position files for the Gulf positions are not in our file room, they are likely with Pat in Moncton. We can still do the work from here and just send Pat the paperwork to file. We should co-ordinate with Pat of course.

ii) When we do this work (#1), I would like all the paperwork to be on each & every of the relevant position files ok. I'm putting the paperwork together, and we can get together

Jenkins, Anne

From: Boudreau, Mireille
Sent: Friday, December 21, 2001 1:07 PM
To: Hanlon, John; MacDonald, Donald; vanHelvoort, Gus; Britten, Mike; Surette, Tim; Hubbard, Gary; Rose, Carol Ann (FHM); Milner, Benson; Boucher, Rheal; Gaudet, Charles E (SCH); Gaudet, Sandra; Morrissey, Jim
Cc: Gaudet, Patricia
Subject: Bus Mngrs, SCH - position & incumbent reclasses

Importance: High
Sensitivity: Confidential

RECEIVED

JAN 10 2002

HUMAN RESOURCE OPERATIONS



BusMngrsReclasses-N
arrAssess.d...

Antigonish:

John and Donald.

Thank you for your paperwork for the position reclassifications and incumbent reclassification of your Business Managers, Paul MacDonald and Ted Chiasson. You're all set.

Sydney:

Gus and Mike.

Thank you for your paperwork for the position reclassification of your Business Managers positions. Please prepare the attached narrative assessment template for Bill Newman. This is for the incumbent reclassification portion. I'll await same. Please contact me if you need assistance. Thank you.

Yarmouth:

Tim and Gary.

I am awaiting your paperwork for the position reclassification of your Business Managers positions. In addition, please use the attached narrative assessment template for Bill Malloy, Bill Hall, and A. Sweeney. This is for the incumbent reclassifications portion. I'll await this too. Please contact me if you need assistance. Thank you.

St. Andrews:

Carol Anne and Benson.

I am awaiting your paperwork for the position reclassification of your Business Manager position. In addition, please use the attached narrative assessment template for Joey Garnett. This is for the incumbent reclassification portion. I'll await this too. Please contact me if you need assistance. Thank you.

Tracadie-Shiela:

Rheal and Charlie.

I am awaiting your paperwork for the position reclassification of your Business Manager positions. In addition, please use the attached narrative assessment template for Ron Duplessis and Alain Noel. This is for the incumbent reclassifications portion. I'll await this too. Please contact me if you need assistance. Thank you.

Charlottetown:

Sandra and Jim.

I am awaiting your paperwork for the position reclassification of your Business Manager positions. In addition, please use the attached narrative assessment template for J. Kelly and Denis Thibodeau. This is for the incumbent reclassifications portion. I'll await this too. Please contact me if you need assistance. Thank you.

For Gulf Region, please note that I have Cc'd Patricia Gaudet, your HR Advisor. We are looking after these classification actions for Patricia.

**Happy Holidays everyone!
Mireille.**

**Mrs. Mireille L. Boudreau, B.B.A.
HR Advisor - Conseillère en ressources humaines
Human Resources Branch - Direction des ressources humaines
Fisheries & Oceans Canada - Pêches et Océans Canada**

**P.O. Box 1035 C.P. 1035
176 Portland Street 176 rue Portland
Dartmouth, NS B2Y 4T3 Dartmouth, (N-É) B2Y 4T3
Phone: (902) 426-2761 Tél: (902) 426-2761
Fax: (902) 426-8910 Téléc: (902) 426-8910
Email/Courriel: BoudreauML@mar.dfo-mpo.gc.ca**

DeForest, Janice

From: Beaubien-MacLean, Marguerite
Sent: Friday, November 23, 2001 11:28 AM
To: Hanlon, John; vanHelvoort, Gus; Rose, Carol Ann (FHM); Surette, Tim; Boucher, Rheal; Gaudet, Sandra; MacDonald, Roddie A
Cc: Boudreau, Mireille; Langille, Michelle; Gaudet, Patricia; Theriault, Serge; Colbert, Anne; DeForest, Janice; Smith, Heather
Subject: SCH Business Manager

As per Serge's e-mail to you of last week, the following is to confirm that the SCH Business Manager position will be reclassified PM-04 (based on relativity with Nfld). We have the HR request, but no signed WD's nor org charts. The org charts submitted with the request show the positions reporting to the old PM-05 and were unsigned. These need to be updated.

As for effective date, my understanding is that April 1 2001, is the suggested date, which coincides with the creation of the ENG-04 positions. (Given the changing role of the Chiefs - ENG -04, Serge put a case forward that the Business Managers now have a greater role and responsibility in negotiating with Harbour Authorities.).

We need confirmation of the effective date, signed WD's and org charts before proceeding with the reclassification of the positions. As well, please advise if any language or security requirements are to be changed. Once documentation received, TB 330's will be issued, with changes in reporting relationships amended, where required. As for the reclassification of the incumbents, we need a SOQ; however, in consultation with Mireille, suggest you use the SOQ that had been developed for the staffing of the vacant Business Manager and provide a written statement that incumbent meets all of the requirements as identified on the SOQ.

For any additional information, **please contact Mireille for Maritimes and Patricia for Gulf**. Mireille will look after the reclassification of all positions (Maritimes and Gulf) and the reclassification of the Maritimes region incumbents, while Patricia will look after the reclassification of the Gulf region incumbents. Old Chief PM-05 positions will be deleted once they are permanently vacated (do not show these on your org charts, exception PEI maybe).

Thank you for your patience...

Marguerite Beaubien-MacLean

Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Beaubien-MacLean, Marguerite
Sent: Wednesday, September 12, 2001 1:34 PM
To: Hanlon, John
Cc: MacDonald, Donald; Leblanc, Marie; Gaudet, Patricia; Theriault, Serge; Girouard, Maurice; Reedie, Penny; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheal; Gaudet, Sandra; Surette, Tim
Subject: RE: Job Description: Chief, SCH/Assets

I have asked Nfld to send me a copy of the WD . More often than not in cases like these, the duties/responsibilities and the organizational structure are different enough to warrant different classification decisions. We will compare both WD's when we receive Nfld's and advise you of our findings. In the interim, we will not issue the TB 330's.

Marguerite Beaubien-MacLean

Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Hanlon, John
Sent: Wednesday, September 12, 2001 8:50 AM
To: Beaubien-MacLean, Marguerite
Cc: Donald MacDonald; Marie Leblanc; Patricia Ann Gaudet; Serge Theriault; Maurice Girouard; Penny Reedie; Carol Rose; Gus vanHelvoort; John Hanlon; Rheal Boucher; Sandra Gaudet; Tim Surette
Subject: RE: Job Description: Chief, SCH/Assets

Margurite:

Furt. to my notes yesterday I am aware that the Nfld WD's for these positions have been classified at the PM-04 level. As you may be aware this has been a longstanding issue with Gulf / Maritime staff in these positions. I fully anticipate a classification grievence if the current results stand. Is there an orppportunity to review this decision given the NFLD WD's??

If these positions are only a few points from the PM-04 level and the NFLD Positions are PM-04 level it would seem appropriate to take a second look.. When submitting this WD It is my belief that all AD's were anticipating and suppoorting a PM-04 outcome. I know I was.. Unfortunately in this buisness you can't ask for what you want you have to roll the dice.

I would certainly support taking a second look at this and ask my fellow AD's to advise you If they support this as well.

John Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893

-----Original Message-----

From: Beaubien-MacLean, Marguerite
Sent: Tuesday, September 11, 2001 9:43 AM
To: Hanlon, John
Cc: Girouard, Maurice; Theriault, Serge; Reedie, Penny; Boudreau, Mireille; Leblanc, Marie
Subject: RE: Job Description: Chief, SCH/Assets

The six Area Directors gave their unanimous support to have this most recent version of the WD classified in today's classification standards (copies of their e-mails were attached to the request from Serge). Despite the fact a previous version of this WD had been classified in April 2000 (grieved but then withdrawn), we agreed to classify it again as it was my understanding that this WD was a more accurate description of the work. The ratings show a strong PM-03 (unchanged).

There is no reason to delay issuing the TB 330, as you are discussing adding new duties, not suggesting that the WD is inaccurate. If you submit yet again for classification review, you will need to clearly identify the additional duties, and the effective date you intend to assign these. We will only look at those and establish whether they are significant enough to warrant another classification review. You will need to ask yourself whether adding new duties makes good business sense, or is intended strictly to achieve a higher classification level.

Marguerite Beaubien-MacLean
Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Hanlon, John
Sent: Tuesday, September 11, 2001 8:10 AM
To: Beaubien-MacLean, Marguerite
Cc: Donald MacDonald; Maurice Girouard; Serge Theriault; Burry, Claude
Subject: RE: Job Description: Chief, SCH/Assets

Hi Marguerite:

Thank you for this. I was surprised and disappointed at the level of the Business Manager's position. I was advised that this position would rate maybe a high PM 04 or even higher. Was the rating a strong PM-03?? Is there an opportunity to adjust here before the TB330's go out.

I believe we should consider adding Real Property responsibilities and in particular give formal OSH duties to these positions.

Maurice what do you think??

John Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893

-----Original Message-----

From: Beaubien-MacLean, Marguerite
Sent: Monday, September 10, 2001 6:27 PM
To: Gaudet, Sandra; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheel; Hanlon, John; Clarke, Alan J (Yarmouth)
Cc: Reedie, Penny; Girouard, Maurice; Leblanc, Marie; Langille, Michelle; Boudreau, Mireille; Surette, Tim
Subject: RE: Job Description: Chief, SCH/Assets

The Area Chief SCH/Assets position has been classified ENG-04. As such it will be established as a new position. The Business Manager positions reporting to it have remained at the PM-03 level. TB330's will be issued to confirm this as well as ensure these positions show under the respective Area Director. But given the backlog due to strike and vacation, it may be a while before we get to it. I thought you would want to know so that you can at least start working on your staffing strategy. Please discuss this with Michelle for the Chief position, and Mireille for the Bus. Manager.

We will be using the attached e-mail as the instructions for reporting relationships and org id's. Marie, if you wish we can issue TB330 for Antigonish and Shediac, but I understand structure for Charlottetown remains as is until further notice. Let me know.

<< File: FW Area Director Model.rtf >>

Marguerite Beaubien-MacLean
Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Beaubien-MacLean, Marguerite
Sent: Thursday, August 09, 2001 9:15 AM
To: Girouard, Maurice; Hanlon, John
Cc: Reedie, Penny; Leblanc, Marie; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheel; Gaudet, Sandra; 'Surette, Tim'
Subject: RE: Job Description: Chief, SCH

The classification level will help in determining if this is a new position or a reclassification. I have not yet seen the WD, but I understand the desire is for an ENG. If the classification ends up an ENG, we would be hard pressed to say that it is the same position with enhanced duties, ie reclassification. For the classification to go from PM to ENG, means a substantial change in the nature of the position, thus meaning a new position. If it stays PM, we need then to look at the changes to determine if substantial enough to call it a new position. If it stays PM but is made up of half the old PM and half the old ENG, it would be a new position, especially where there are current incumbents of both the PM and ENG groups.

If a reclassification, incumbent needs to meet the requirements of the SOQ, but no competition.

If a new position, position is staffed by competition or, if not considered a promotion, can be staffed by deployment, (unless of course we are in a reverse order of merit situation....).

As you can see, there could be many scenarios. First thing is to get the WD classified. Once I receive confirmation from each Area Director, indicating unanimous consent, preferably via a signed WD as per my discussions with Penny and Maurice, we will get a classification decision underway. After that, we can discuss staffing strategy.

Marguerite Beaubien-MacLean
Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Girouard, Maurice
Sent: Wednesday, August 08, 2001 2:27 PM
To: Hanlon, John
Cc: Reedie, Penny; Beaubien-MacLean, Marguerite; Leblanc, Marie; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheel; Gaudet, Sandra; 'Surette, Tim'; Leblanc, Marie
Subject: RE: Job Description: Chief, SCH

Marguerite will enlighten us on this, thanks.

-----Original Message-----

From: Hanlon, John
Sent: August 8, 2001 2:17 PM
To: Girouard, Maurice
Cc: Reedie, Penny; Beaubien-MacLean, Marguerite; Leblanc, Marie; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheel; Gaudet, Sandra; Surette, Tim; Marie Leblanc
Subject: RE: Job Description: Chief, SCH

Maurice / Margurite:

Is it clear yet whether these will be reclassifications where the incumbents meet the SoQ's or are these considered new positions thus requiring competitions??

John Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893

-----Original Message-----

From: Girouard, Maurice
Sent: Wednesday, August 08, 2001 2:08 PM
To: Hanlon, John
Cc: Reedie, Penny; Beaubien-MacLean, Marguerite; Leblanc, Marie; Carol Rose; Gus vanHelvoort; Rheel Boucher; Sandra Gaudet; Tim Surette
Subject: RE: Job Description: Chief, SCH

Thanks John. Marguerite feels you could now proceed and do the staffing of that position for your group. Marguerite is now classifying the position but needs your signature on the staffing request which will confirm your agreement. Please proceed, thanks.

-----Original Message-----

From: Hanlon, John
Sent: August 7, 2001 11:42 AM
To: Maurice Girouard
Cc: Penny Reedie; Donald MacDonald
Subject: FW: Job Description: Chief, SCH

Hi Maurice:

This is to confirm that I have reviewed the new work description for the Area Chief SCH and RPAM and concur that it reflects the nature and duties of the position as I understand them to be based on our previous agreement.

John Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893

-----Original Message-----

From: Reedie, Penny
Sent: Tuesday, August 07, 2001 9:31 AM
To: Hanlon, John; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Murphy, Mike (BIO); Surette, Tim
Cc: Girouard, Maurice

Subject: RE: Job Description: Chief, SCH

Yes.

Please provide your comments on the WD directly to Maurice, with a copy to me. The WD should accurately reflect the nature and duties of the position.

I will arrange with Regional HQ to review the new WD, compare it to the existing one, and advise on any classification change.

I would also appreciate your earliest attention to this initiative .

Thanks everyone.

Penny

-----Original Message-----

From: Hanlon, John
Sent: August 7, 2001 9:02 AM
To: Reedie, Penny
Cc: Maurice Girouard
Subject: RE: Job Description: Chief, SCH

Hi Penny:

Got a note on Aug 01 from Maurice asking AD's to submit the WD to their respective regions for classification and staffing.

If we do this it may mean each region would be classifying the new wd independently. Is there a way to avoid this??

John Hanlon

Area Director, Gulf Nova Scotia

DFO Gulf Region

Office-902-863-5670

Fax-902-863-5818

Cell 902-863-7893

-----Original Message-----

From: Reedie, Penny
Sent: Thursday, August 02, 2001 10:32 AM
To: vanHelvoort, Gus; Murphy, Mike (BIO); Rose, Carol Ann (St. Andrews); Surette, Tim; Hanlon, John
Subject: Job Description: Chief, SCH

Any comments on the draft description?

I'd like Maurice to send it to HR for classification as soon as Area Directors agree that the document reflects the actual work to be done and the skill sets required to do it.

Penny

HUMAN RESOURCES
SERVICE REQUESTDEMANDE DE SERVICE EN
RESSOURCES HUMAINES

1. BASIC INFORMATION / RENSEIGNEMENTS GÉNÉRAUX		
Directorate/Branch/Division - Direction générale/Direction/Division Fisheries & Oceans - Small Craft Harbours		Designator or Station N° - Sigle ou numéro de poste de courrier
Financial Code - Codage Financier 2M810		Position Location - Lieu du poste Digby, Nova Scotia
Position N° - N° du poste 13672	Group/Level - Groupe/Niveau PM 04	Position Title - Titre du poste Business Manager, Small Craft Harbours
Position N° of supervisor N° du poste du surveillant 27840	Name and title of supervisor - Nom et titre du surveillant Gary Hubbard, Area Chief Small Craft Harbours and Assets	Telephone N° - N° de téléphone (902) 742-6452

2. CLASSIFICATION (Action Requested / Action Demandée)					
<input type="checkbox"/> New Indeterminate Position Nouveau poste indéterminé	Effective Date Entrée en vigueur Y-A M D-J	<input type="checkbox"/> New Term Position Nouveau poste déterminé	From - De Y-A M D-J	To - À Y-A M D-J	Position identical/similar to Poste identique/similaire à
<input checked="" type="checkbox"/> Reclassification	Effective Date Entrée en vigueur Y-A M D-J	<input type="checkbox"/> Term Position Extension Prolongation d'un poste déterminé	From - De Y-A M D-J	To - À Y-A M D-J	<input type="checkbox"/> Deletion of Position Abolition d'un poste
<input type="checkbox"/> Review and update Révision et mise à jour	Position excluded from collective bargaining Poste exclu des négociations collectives		No <input checked="" type="checkbox"/> Yes <input type="checkbox"/>	Is position vacant? Ce poste est-il vacant?	No <input checked="" type="checkbox"/> Yes <input type="checkbox"/>

3. LANGUAGE REQUIREMENTS OF POSITION - EXIGENCES LINGUISTIQUES DU POSTE										
<input type="checkbox"/> English essential Anglais essentiel	<input type="checkbox"/> French essential Français essentiel	<input type="checkbox"/> English or French essential Anglais ou français essentiel	<input checked="" type="checkbox"/> Bilingual Imperative Bilingue impératif	<input type="checkbox"/> Bilingual Non-imperative Bilingue non-impératif						
If imperative, state reason Si impératif, donnez la raison					<input type="checkbox"/> "P" Designator Identification "P"	<input type="checkbox"/> Significant Operational Impact Portée opérationnelle importante	<input type="checkbox"/> Indispensable Position Poste indispensable	<input type="checkbox"/> Term Appointment Nomination - Période déterminée		
Communication requirements Exigences de communication			Linguistic profile Profil linguistique			Estimated Lang. Use Prév. de l'util. des lang. off.				
Serv. to public Serv. au public	Pers. serv. Serv. au pers.	Centr. serv. Serv. central	Not required 0 Non requis			English Anglais			English - Fr.	
			English and French 1 Anglais et français			French Français			Fr. - Fr.	
			English only 2 Anglais seulement			R-L W-E O/I/O				
			French only 3 Français seulement			R-L W-E O/I/O				
			English or French 4 Anglais ou français			C C C C C C			90 % 10 %	

4. SECURITY REQUIREMENT OF POSITION - EXIGENCE D'AUTORISATION DE SÉCURITÉ DU POSTE				
<input type="checkbox"/> Basic Reliability Vérification de base de la fiabilité	<input checked="" type="checkbox"/> Enhanced Reliability Vérif. approfondie de la fiabilité	<input type="checkbox"/> Confidential Confidentiel	<input type="checkbox"/> Secret	<input type="checkbox"/> Top Secret Très secret

5. STAFFING - DOTATION									
ACTION REQUESTED - ACTION DEMANDÉE									
<input type="checkbox"/> Competition Concours	<input checked="" type="checkbox"/> Reclassification	<input type="checkbox"/> New Term Nouvelle période déterminée	From - De Y-A M D-J		To - À Y-A M D-J				
<input type="checkbox"/> New acting appointment Nouvelle nomination intérimaire	<input type="checkbox"/> Deployment Mutation (Déploiement)	<input type="checkbox"/> Extension of Term Prolongation de la période déterminée							
<input type="checkbox"/> Extension of acting appointment Prolongation d'une nomination intérimaire	<input type="checkbox"/> Transfer Mutation (Nomination)	<input type="checkbox"/> Appointment from eligibility list Nomination à partir de la liste d'admissibilité	<input type="checkbox"/> Other (specify) Autre (spécifiez)						
Present Acting Nomination intérimaire									
Effective - Entrée Expiry - Expiration Reason - Raison									
<input checked="" type="checkbox"/> Full Time Temps Plein	<input type="checkbox"/> Part Time Temps partiel	<input type="checkbox"/> Seasonal Saisonnier	Weekly Hours of Work Nombre d'heures de travail hebdomadaires		Condition(s) of Employment / Conditions d'emploi				
			37.5		<input type="checkbox"/> General physical examination Examen physique général				
					<input checked="" type="checkbox"/> Travel Voyage				
					<input checked="" type="checkbox"/> Overtime Heures supplémentaires				
EMPLOYEE INFORMATION (If applicable) - RENSEIGNEMENTS SUR L'EMPLOYÉ(E) (au besoin)									
Surname - Nom de famille Hall		First Name - Prénom Bill		Dept. - Min. DFO	PRJ - CIDP [REDACTED]	Substantive Position No. N° du poste d'attache 13672		Substantive Group / Level Groupe / Niveau d'attache PM - 03	
Designator or Station N° Sigle ou numéro de poste de courrier		Region Région		Name / Nom		Compensation Specialist / Spécialiste en rémunérations et avantages spéciaux		Telephone N° / N° de téléphone	
Status - Statut <input checked="" type="checkbox"/> Indeterminate Indéterminée		<input type="checkbox"/> Term Déterminée		<input checked="" type="checkbox"/> Full Time Temps Plein		<input type="checkbox"/> Part Time Temps Partiel		<input type="checkbox"/> Seasonal Saisonnier	
				<input type="checkbox"/> Priority Priorité		<input type="checkbox"/> Casual Emploi temporaire		<input type="checkbox"/> Student Programs Programmes étudiants	

6. REMARKS - REMARQUES	
Reclassification of Small Craft Harbours Business Manager from a PM-03 to a PM-04 position.	

7. DOCUMENTS ATTACHED - DOCUMENTS CI-JOINTS
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8. RESPONSIBILITY CENTRE/MANAGER'S AUTHORIZATION - AUTORISATION DU GESTIONNAIRE DU CENTRE DE RESPONSABILITÉ <small>Once authorized, send original to Finance and a copy to Security / Faire parvenir ce document aux finances une fois autorisé ainsi qu'une copie à la sécurité.</small>			
Name - Nom Tim Surette	Title - Titre Area Director, SWNS	Signature 	Date 9/1/02
SECURITY - SÉCURITÉ (Security use only - Réservé à la sécurité)			
Position / Poste	Employee - Employé(e)	Signature	Date
Approved Level Niveau approuvé	Confirmation of level Confirmation du niveau	Level - Niveau	Date

Report ID: GC7PM015

AS OF DATE / EN DATE DU : 1998-09-13

Position / Poste : 00060960 Business Manager
Work Description / Description de travail : 0000037199 Business Manager

----- P o s i t i o n I n f o r m a t i o n / D o n n é e s s u r l e p o s t e -----
Effective Date / Date effet : 1998-09-13
Action Reason / Motif action : UPD Update a Position / Mise à jour données poste
Abolish by/End of Term / Proch. rév./abolition :
Business Unit / Entité : CNDFO Fisheries & Oceans BU / Pêches & océans entité
Job Code / Code emploi : 516929 Business Manager
Reg/Temp / Permanent/temp. : R Regular / Permanent
Full/Part Time / Temps plein/partiel : F Full-Time / Temps plein
Manager Level / Niveau direction : 8 All Other Positions / Autres postes
NOC / CNP : 1221 Administrative Officers / Agents administratifs
Location / Emplacement : 121714 Sydney
Geographic Location / Lieu géographique : 121714 SYDNEY
Department / Service : 62900 Chief, SCH, NENS
Reports To / N° poste responsable : 00062952 Area Chief
Security / Sécurité : 2 Reliability / Fiabilité
Applied By ID / Appliquée par (Id) : 067146 Yvonne Dominey
Applied By Date/ Appliquée par (Date) : 1996-10-10
Remarks / Commentaires :
Previous Position No./No. poste antérieur : 00013672

----- D e c i s i o n I n f o r m a t i o n / D o n n é e s s u r l a d é c i s i o n -----
Decision # / N° décision : 0000054688 Effective Date / Date effet : 1997-04-01
Decision Reason / Motif décision : L
Class Code / Code classification : PM 03
Function / Fonction : /
Eval Process / Processus évaluation : 01 W/O Comm. / SansComité
Posn Class Auth / Autor. classif. poste : 2 Departmental / Ministère
Class Accred # / N° accréd. classif. : 98018 Darlene Nelson
Class Auth Dt / Date autor. classif. : 2000-04-04
Next Review Dt / Date proch. rév. : 2005-04-04
Remarks / Commentaires :
Management-Directed Classification Decision/
Décision Dirigée par la gestion : N

----- F a c t o r C o d e C o o r d i n a t e P o i n t s / C o d e f a c t e u r C o o r d o n n é e s P o i n t s -----
Factor Coordinate Points / Code facteur Coordonnées Points
Code Description / Description Coordinate Points
Facteur Coordonnées Coordonnées
01 Knowledge / Connaissances C2 224
02 Decision Making / Prise de décisions B2 146
03 Operational Responsibility / Responsabilité opérationnelle C 40
04 Contacts / Contacts 2 70
Total Coordinate Points / Total des points des coordonnées 480
Supervisory Factor / Facteur surveil.: X

----- S t a f f R e l a t i o n s / R e l a t i o n s d e t r a v a i l -----
Essential Services / Service essentiels : 0 Position not essential / Poste non essentiel
Proposed / Proposé : N Effective Date / Date effet : 1998-09-13
Exclusion / Exclusion : 10 Not excluded/Not essential / Non-exclu, non-essentiel
Proposed / Proposé : N Effective Date / Date effet : 1998-09-13

----- O f f i c i a l L a n g u a g e s / L a n g u e s o f f i c i e l l e s -----
Effective Date / Date effet : 1996-04-01
Lang. Req. Posn / Exigences ling. poste : 1 Bilingual / Bilingue
Imp. St. Ind. / Ind. dot. impér. : /
Office Code / Code bureau : 2248 Yarmouth Small Craft Harbours

	English / Anglais	French / Français	
Reading / Lecture	C	C	
Writing / Écrit	C	C	
Oral / Oral	C	C	
Com. Serv. Public / Services au public	1	English and French	/ Anglais et français
Com. Pers. Serv. / Services personnels	0	Not required	/ Non requis
Com. Cent. Serv. / Services centraux	1	English and French	/ Anglais et français
Com. Supervisory / Superviseurs	0	Not required	/ Non requis
Com. Grievance / Grievs	0	Not required	/ Non requis
Com. Other / Autres	1	English and French	/ Anglais et français

----- D e l e g a t i o n / D é l é g a t i o n -----
Effective Date / Date effet :
HR Delegation Level / Niveau délégation des RH : /
Effective Date / Date effet :
FIN Delegation Level / Niveau délégation fin : /

Report ID: GC7PM015

AS OF DATE / EN DATE DU : 2001-04-01

Position / Poste : 00060960 Business Manager
Work Description / Description de travail : 0000037199 Business Manager

----- P o s i t i o n I n f o r m a t i o n / D o n n é e s s u r l e p o s t e -----
Effective Date / Date effet : 2001-04-01
Action Reason / Motif action : UPD Update a Position / Mise à jour données poste
Abolish by/End of Term / Proch. rév./abolition :
Business Unit / Entité : CNDFO Fisheries & Oceans BU / Pêches & océans entité
Job Code / Code emploi : 516929 Business Manager
Reg/Temp / Permanent/temp. : R Regular / Permanent
Full/Part Time / Temps plein/partiel : F Full-Time / Temps plein
Manager Level / Niveau direction : 8 All Other Positions / Autres postes
NOC / CNP : 1221 Administrative Officers / Agents administratifs
Location / Emplacement : 120306 Digby
Geographic Location / Lieu géographique : 1203006 DIGBY
Department / Service : 60300 Area Director, Southwest N.S. / Dir secteur sud-ouest N-É
Reports To / N° poste responsable : 00069181 Area Chief SCH & Assets
Security / Sécurité : 2 Reliability / Fiabilité
Applied By ID / Appliquée par (Id) : 067146 Yvonne Dominey
Applied By Date/ Appliquée par (Date) : 2002-02-27
Remarks / Commentaires :
Previous Position No./No. poste antérieur : 00013672

----- D e c i s i o n I n f o r m a t i o n / D o n n é e s s u r l a d é c i s i o n -----
Decision # / N° décision : 0000054688 Effective Date / Date effet : 2001-04-01
Decision Reason / Motif décision : UPD
Class Code / Code classification : PM 04
Function / Fonction : /
Eval Process / Processus évaluation : 01 W/O Comm. / SansComité
Posn Class Auth / Autor. classif. poste : 2 Departmental / Ministère
Class Accred # / N° accréd. classif. : 97007 Lisa Peck
Class Auth Dt / Date autor. classif. : 2002-02-26
Next Review Dt / Date proch. rév. : 2007-02-26
Remarks / Commentaires :
Management-Directed Classification Decision/
Décision Dirigée par la gestion : N

----- F a c t o r C o d e C o o r d i n a t e P o i n t s / C o d e f a c t e u r C o o r d o n n é e s P o i n t s -----
Factor Coordinate Points / Coordinate Coordinate
Code Description / Description Points
Facteur Coordonnées Coordonnées
01 Knowledge / Connaissances C2 224
02 Decision Making / Prise de décisions B2 146
03 Operational Responsibility / Responsabilité opérationnelle C 40
04 Contacts / Contacts 3 110
Total Coordinate Points / Total des points des coordonnées 520
Supervisory Factor / Facteur surveil.: X

----- S t a f f R e l a t i o n s / R e l a t i o n s d e t r a v a i l -----
Essential Services / Service essentiels : 3 Conditional position / Poste conditionnel
Proposed / Proposé : N Effective Date / Date effet : 2000-06-21
Exclusion / Exclusion : 10 Not excluded/Not essential / Non-exclu, non-essentiel
Proposed / Proposé : N Effective Date / Date effet : 1998-09-13

----- O f f i c i a l L a n g u a g e s / L a n g u e s o f f i c i e l l e s -----
Effective Date / Date effet : 1996-04-01
Lang. Req. Posn / Exigences ling. poste : 1 Bilingual / Bilingue
Imp. St. Ind. / Ind. dot. impér. : /
Office Code / Code bureau : 2248 Yarmouth Small Craft Harbours

	English / Anglais	French / Français	
Reading / Lecture	C	C	
Writing / Écrit	C	C	
Oral / Oral	C	C	
Com. Serv. Public / Services au public	1	English and French	/ Anglais et français
Com. Pers. Serv. / Services personnels	0	Not required	/ Non requis
Com. Cent. Serv. / Services centraux	1	English and French	/ Anglais et français
Com. Supervisory / Superviseurs	0	Not required	/ Non requis
Com. Grievance / Grievs	0	Not required	/ Non requis
Com. Other / Autres	1	English and French	/ Anglais et français

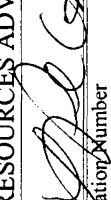
----- D e l e g a t i o n / D é l é g a t i o n -----
Effective Date / Date effet :
HR Delegation Level / Niveau délégation des RH : /
Effective Date / Date effet :
FIN Delegation Level / Niveau délégation fin : /

CLASSIFICATION ACTION AND POSITION RECORD **FICHE DE MESURE DE CLASSIFICATION ET DE POSTE**

1. Department / Ministère DFO	2. Position Number / Numéro du poste 00013673	3. Action Type / Type de mesure POS	4. Reason / Motif X	5. Effective Date / Date entrée en vigueur 01-04-01	6. Position Title / Titre du poste BUSINESS MANAGER	7. Position Classification Authority / Autorité de la classification du poste 3
8. RATING / EVALUATION						
Factors/Elements / Facteurs/Éléments		Coord. / Degree / Coord. / Degré	Points			
A. KNOWLEDGE		C2	224			
B. DECISION MAKING		B2	146			
C. OPERATIONAL RESPONSIBILITY		C	40			
D. CONTACTS		3	110			
E.						
F.						
G.						
H.						
I.						
J.						
K.						
L.						
M.						
N.						
O.						
P.						
Total Points / Total des points:		520				
27. AUTHORIZATION / AUTORISATION						
A. Name / Nom	PECK, LISA					
B. Title / Titre	HUMAN RESOURCES ADVISOR					
C. Signature						
28. Accountability Code / Code d'imputabilité / Numéro d'accréditation	1. 97007					
29. Date	26-02-02					
30. Remarks / Remarques	Reclass from PM-03 to PM-04 based on relative merit Nfld.					

9. Geographic Location / Situation géographique 120206	10. Job Number / N° d'emploi 0000021323	11. Int. Inc. Tit. prop A	12. Supervisor's Position Number / N° du poste du surveillant 00027840	13. Prev. Position Number / N° du poste antérieur 435 01031
14. Branch, Directorate, or Division / Direction, Direction générale ou Division Area Director, Southwest N.S.	15 a. Security / Sécurité 2	15 b. Function / Sub-function / Fonction / Sous-fonction X	16. Classification / Classification PM 04	17. Prev. Classif. / Classif. ant PM 03
18. Sup. Factor / Facteur de surv. X	19. ADM Status / Statut de SM 0	20. Eval. Proc. / Proc. d'éval. 01	21. Date of Next Review / Date prochain examen 26-02-07	
22. DEPARTMENTAL USE / À L'USAGE DU MINISTÈRE				
A.	B.	C.		
D.	E.	F.		
23. Language Requirements of Position / Exigences linguistiques du poste				
1 (Bilingual / Bilingue)				
24. Imperative Staffing Indicator / Indicateur de dotation impérative				
3				
25. Linguistic Profile / Profil linguistique				
English / Anglais	French / Français	IO-IO	E-W	IO-OI
R-L	W-E	OL-IO	L-R	E-W
C	C	C	C	C
31. EMPLOYEE NOTIFICATION / AVIS À L'EMPLOYÉ(E)				
I certify that the incumbent(s) of this position has (have) been notified of this classification decision. / Je certifie que le(s) titulaire(s) de ce poste a (ont) été avisé(s) de cette décision de classification.				
A. Name / Nom	Gary Hubbard			
B. Title / Titre	Chief - SWNS			
C. Signature				
D. Date	20030303			
D. Designation	10			
33. Code	0			
34. Date	13-09-98			

CLASSIFICATION ACTION AND POSITION RECORD

1. Department Ministère	2. Position Number Numéro du poste	3. Action Type Type de mesure	4. Reason Motif	5. Effective Date Date entrée en vigueur	6. Position Title Titre du poste	7. Position Classification Authority Autorité de la classification du poste
DFO	00013673	POS	X	01-04-01	BUSINESS MANAGER	3
8. RATING / EVALUATION						
Factors/Elements		Coord. / Degree		Points		
A. KNOWLEDGE		C2		224		
B. DECISION MAKING		B2		146		
C. OPERATIONAL RESPONSIBILITY		C		40		
D. CONTACTS		3		110		
E.						
F.						
G.						
H.						
I.						
J.						
K.						
L.						
M.						
N.						
O.						
P.						
Total Points / Total des points:				520		
27. AUTHORIZATION / AUTORISATION						
A. Name Nom	PECK, LJISA					
B. Title Titre	HUMAN RESOURCES ADVISOR					
C. Signature						
28. Accountability Code / Accreditation Number Code d'imputabilité / Numéro d'accréditation	1 - 97007			29. Date	26-02-02	
30. Remarks / Remarques Reclass from PM-03 to PM-04 based on relative merit Nfld.						



Fisheries
and Oceans

Pêches
et Océans

MEMORANDUM

NOTE DE SERVICE

To
À

Gary Hubbard
Area Chief, SCH

From
De

Human Resources Operations
Human Resources Branch

Security Classification - Classification de sécurité

Unclassified/Non classifié

Our File - Notre référence

Your File - Votre référence

Date

March 4, 2002

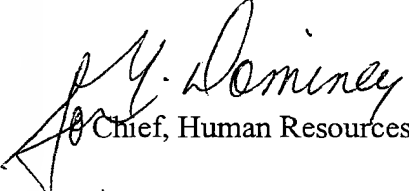
Subject
Objet

NOTIFICATION OF CLASSIFICATION DECISION

Please find attached for your information and records a copy of the Classification Action Form(s) (TB330-167) which indicate(s) that the following classification action(s) has/have been finalized:

- ☐ A new position has been created.
- ☒ Positions have been reclassified. If you have not already done so, you may now take the necessary action to fill the positions or appoint the incumbents – please contact Human Resources Operations for assistance and information.
- ☐ A position has been updated or cyclical reviews have taken place.
- ☐ A position incumbency change has taken place. Compensation has been notified. Please ensure the employee (if position incumbered) has been advised.
- ☐ A position has been geographically transferred.
- ☐ An amendment has been made to the last TB330.
- ☐ A position has been deleted.
- ☐ Staffing request package has been forwarded to _____ on _____.

☒ Please advise the employee of the results. Employees are entitled to submit a classification grievance within twenty-five (25) working days of the receipt of this notification should they disagree with the group and level to which this position was classified.


Chief, Human Resources Operation

Att:

CONDENSED POSITION EVALUATION REPORT
GENERAL USERAPPORT D'ÉVALUATION D'UN POSTE
CONDENSÉ
USAGE GÉNÉRAL

13 positions / 11 incumbents

1. IDENTIFYING INFORMATION - RENSEIGNEMENT D'IDENTIFICATION					
13665, 13666, 13668		PRIOR TO DECISION - AVANT LA DÉCISION		AFTER DECISION - APRÈS LA DÉCISION	
(A) POSITION NO. - N° DU POSTE 13669, 13670, 13671				Same	
(B) POSITION TITLE - TITRE DU POSTE 13672, 13673, 13674, 20612, 27261, 27263, 13667		Business Manager		Same	
(C) BRANCH - GEOGRAPHIC LOCATION DIVISION - LIEU GÉOGRAPHIQUE		SCH		Various: AD Offices Sydney, Antigonish, Chatham Yarmouth, St. Andrews, Tracadie, Sheldrake	
2. REASON FOR ACTION - MOTIF DE LA MESURE					
Reclassification ⇒ Relativity with DFO - NFLD Region					
3. EVALUATION - L'ÉVALUATION					
(a) EFFECTIVE DATE AND/OR DATE OF DECISION DATE D'ENTRÉE EN VIGUEUR ET/OU DATE DE RÉVISION			(b) CATEGORY CATÉGORIE		
April 1/2001 Y/A M D/J Except 27261 & 27263 is			PM		
(c) GROUP OR SUB-GROUP GROUPE OU SOUS GROUPE					
(d) EXISTING POINTS POINTS EXISTANTS	(e) FACTORS / SUR FACTORS FACTEURS / SOUS FACTEURS	(f) DEGREE	(g) POINTS	(h) RATIONALE - JUSTIFICATION (Including bench mark comparisons - Incluant la comparaison avec les postes-repères)	
224	Knowledge	C2	224	Relativity w/ DFO - NFLD Region (Contacts 110 pts.) Attached	
146	Dec Making	B2	146		
40	Oper Resp.	C	40		
70	Contacts	3	110		
TOTAL	EXISTING GROUP AND LEVEL GROUPE ET NIVEAU EXISTANT	PM-03	(i) TOTAL 520	(j) GROUP AND LEVEL GROUPE ET NIVEAU	(k) POINT CUT OFFS FOURCHETTE DES POINTS
	PROPOSED GROUP AND LEVEL GROUPE ET NIVEAU PROPOSÉ	PM-04		PM-04	501-610

(l) Other Remarks - Autres Remarques

Michelle Boudreau, HR Advisor Feb 14/2002

4. COMMITTEE - COMITÉ

SPONSORED BY - PARRAINÉ PAR:

NAME - NOM (PLEASE PRINT - EN LETTRES MOULÉES S.V.P.)	SYMBOL - SYMBOLE	SIGNATURE	DATE
(a)			
(b)			
(c)			
(d)			

Addition to Classification Rationale Business Manager

CONTACTS

This position was recently rated as Degree 2, 70 points for Contacts.

In reviewing departmental relativities and additional information from the Manager it is determined that contacts should be increased to Degree 3, 110 points.

SP is required to consult and reach agreement with small craft harbour authorities, representatives and officials from various other departments and agencies related to federal government infrastructure. Consultation and advice is provided on an on-going basis to Members of Parliament, Provincial and Municipal elected representatives. Contacts are made with the media to deal with issues related to small craft harbours, lighthouses, wharfs and other departmental sites. SP is responsible for enforcement under the Fishing and Recreational Harbours Act and requires on-going consultation with officials and law enforcement agencies.

=BM 24, Late and Non-Filer Programs Officer, both positions are required to reach agreement with senior officials of OGD and Agencies and representatives of industries or companies. Both consult and reach agreement to support enforcement activities.

>BM 25, Collection Contact Officer at degree 2, initiates and maintains contacts with taxpayers, individuals, owners and officials of business and/or their representatives to negotiate payment schedules. This is less than what is required for SP, as it is required to influence and discuss and explain where SP is required to consult, confer and reach agreement with officials on matters that are complex or significant. SP is required to negotiate and consult on items such as wharves, lighthouses and other real property harbour infrastructures and related equipment.


Summary:

Knowledge	C2	224	
Decision Making	B2	146	
Operational Resp.	C	40	
Contacts	3	110	
Total		520	PM-04(501-610)

Reality:

This position was compared with the Program Officer, PM-04 that works in Small Craft Harbours, in Newfoundland. Both positions advise and consult with Harbour Authorities and deal with fishing industry stakeholders, officials of other government department and with public clients to interpret and explain policies. The Program Officer is rated as:

Knowledge	C2	224	
Decision Making	B2	146	
Operational Resp.	C	40	
Contacts	3	110	
Total		520	PM-04(501-610)


Janice DeForest


Date

CONTACTS:

The Business Manager position requires consultation with various industry stakeholders to reach agreement on future management options including formation of the harbour authorities or the divestiture of harbours and other real property. Harbour authorities and harbour divestiture are the two major program initiatives within SCH since program review. Industry stakeholders include fishers, buyers, processors, other businesses, First Nations, recreational users, community groups, development associations, and the general public. The Business Manager is the primary point of contact with the stakeholders and must obtain commitment from the various stakeholder groups in order to advance the SCH program agendas. Persuasion is required to negotiate and to obtain consensus among various diverse interests, while moving the program forward and maintaining a service-orientated and client-focused image. There is also a significant requirement to provide advice and information to various user groups of harbour services, and to explain and defend government programs and policies to the Canadian public.

The Business Manager position is required to consult with and provide advice and background information to officials from various other departments and agencies such as Indian and Northern Affairs Canada, Public Works and Government Services Canada, Environment Canada, Industry Canada, Human Resources Development Canada, etc. regarding the SCH program and the specific implementation of new harbour management programs. Advice is also provided on an on-going basis to Members of Parliament, Provincial and Municipal elected representatives, the Area Director, regional and national staff, and the minister's staff regarding an abundance of politically sensitive operational issues (such as First Nation integration into the commercial fishery in the wake of the Marshall Decision). Discussions are held with MP's, MLA's, elected Municipal officials, First Nations, and other groups on specific issues to explain the department's position in order to promote an understanding and acceptance of the objectives, programs, and policies of the Department. Information is also provided to the media on an as-required basis, and indirectly through the preparation of draft press releases.

As an enforcement officer pursuant to the Fishing and Recreational Harbours Act, the position requires on-going consultation with other government officials and law enforcement agencies regarding the interpretation and requirements of various Federal, Provincial, and Municipal legislation with respect to enforcement, environmental, occupational health and safety, municipal planning, navigable waters protection, etc. This information is required to advise and assist Harbour Authority and other user groups in the management of harbours to ensure compliance, as well as for the safety of the users and the general public, in order to reduce the risk of claims against the Harbour Authority and the Crown.

In conclusion, the Business Managers are the primary contacts on all operation and divestiture issues with the different public and private stakeholders. As you are aware, the Area Chief position (Eng. 4) will now focus primarily on the delivery of the technical part of the SCH and RPAM programs, and the BM will now assume the lead role on all operational and divestiture issues (the role will be also expanded to include RPAM sites). The position deals with very diverse and operationally sensitive issues that have a direct impact on the successful delivery of the SCH program. It is my opinion that the position should be given a level C3 for contacts within the classification rating grid, based on the bench marks established for this contact factor, as well as the Program Officer position that was recently rated in the Nfld. Region.

Classification Rationale

Position #: 13673

Title: Business Manager

Branch: Small Craft Harbours

Background:

The Subject Position (SP) was last reviewed in April 2000, based on a UCS Work Description (Generic Business Manager) dated 2000-2-18, and rated at the PM-03 group/level.

Review of the Work Description dated (2001-7-18) submitted for classification at this time revealed little or no change in the responsibilities of the position from that last reviewed. The eight (8) Key Activities identified in the old work description are essentially the same in the new. Their text has been rewritten in a more terse and succinct style, but the global intent of each is unchanged. The Work Characteristics sections of the new document do reflect a significant number of amendments and modifications, however, although they would impact on a UCS evaluation, they are not in areas that would affect the factors measured in the PM standard.

ALLOCATION

Category: Administrative and Foreign Service

The primary responsibilities of the SP involve delivery of the Small Craft Harbours Program within a geographically defined area within the region. This involves the implementation of policies and procedures, the provision of training and advice, the recommending of Harbour Authority (HA) leases, negotiation and approval of HA business plans, and participation in the divestiture and privatization process for recreational and commercial fishing harbours. These activities are performed to effect program delivery to fishing industry stakeholders and the general public who have a vested interest in the facilities. This meets the category definition of the Administrative and Foreign Service category, "occupational groups engaged in the planning, execution, conduct, and control of programs serving the public interest, and the requirements of internal management in the Public Service of Canada", and inclusion statements 1 and 2.

No exclusions apply.

Group: Program Administration (PM)

The criteria referenced in the category allocation also meet the group definition and inclusion statement 1 of the Program Administration Group.

No exclusions apply.

EVALUATION

Knowledge Degree C2 224 points

Program and Specialized/Technical Knowledge Degree C

The SP requires knowledge of an extensive body of rules, procedures and operations respecting delivery the Small Craft Harbours Program. This includes knowledge of: the mandate, objectives and priorities of the organization; departmental and central agency policies respecting real property acquisition, divestiture, business planning, budgetary control and compliance enforcement; a wide variety of federal and provincial legislation and regulations pertaining to harbour management, navigable waters, and environmental protection; procedures and practices respecting real property acquisition/divestiture, lease negotiation, financial audit, and real property management.

> BM 28, District Licensing officer at degree B, which requires knowledge of acts, regulations and policies governing fishing personnel and vessel and gear licensing for commercial and recreational fishing, as well as, knowledge of appeal processes and systems for information and statistics gathering. The SP requires knowledge of a broader range of legislation governing real property management, business planning, contract administration, financial administration, and harbour management. The SP also requires knowledge of procedures and practices for real-property acquisition and divestiture, lease/contract negotiation, financial audit, and enforcement investigation.

= BM 16, Supervisor, Employment Services at degree C, as the BM and SP have a comparable requirement for knowledge of a full range of acts, legislation, policies and procedures respecting delivery of a major program. Both require knowledge of external organizations, stakeholders and socio-economic and local market issues relevant to program clients. Both require knowledge of practices, protocols and procedures respecting the provision of advice, the determination of client requirements, and the administration of contract with external institutions.

General Administration Degree 2

The SP requires general administration knowledge in the areas of financial administration, contract administration, lease negotiation and administration, and real-property management related to acquisition and divestiture of facilities.

> BM 25, Collection Contact officer at degree 1, who requires knowledge of internal administrative procedures related to own work.

= BM 16, Supervisor, Employment Services at degree 2, as the BM and SP have a comparable requirement for knowledge of administrative policies and procedures respecting financial management to manage an O&M budget. Both require knowledge of administrative practices in a variety of other area, the BM in personnel policies, collect agreements, information management and work allocation, and the SP in Real Property Management, contract and lease administration, and acquisition and divestiture of assets and facilities.

Decision Making Degree B2 146 points

Scope Degree B

The SP decisions and recommendations are generally made within the policy framework and guidelines of the SCH program and require judgement and initiative in resolving problems and disputes respecting program requirements. Initiative and judgement are required when providing advice and evaluating business plans, when performing investigative work and fact finding associated with audit and budget control functions, when negotiating and recommending commercial and harbour authority leases, when managing a construction program, when establishing and implementing enforcement associated with the operation of real property and facilities, and when providing training and business advice to client to facilitate the operation of incorporated harbour authorities and assist harbour managers.

= BM 17, Benefits Program Officer at degree B, as the BM and SP are comparable in their requirement to exercise judgment and initiative in monitoring the effectiveness of program delivery and in identifying and resolving problems. Both identify operational trends and training requirements to enhance program delivery initiatives and analyze and interpret legislative, program and operational policies to provide advice and recommendations to management and external clients.

< BM 2, Airport Manager at degree C, whose decisions and recommendations are made respecting the operation, maintenance and security of an airport and eleven remote sites. The BM must exercise judgement and initiative in directing the allocation of financial and personnel resources, developing long range forecasts of user requirements, negotiating leases and levels of maintenance with other government departments, directing the preparation of security procedures and coordinating the activities of agencies responding to emergencies. The SP requirement to exercise judgement and initiative in making decisions and recommendations does not reflect the diversity of areas or the requirement to operate without precedent as exemplified by the BM

Impact Degree 2

The SP decisions impact on the effectiveness of the SCH program delivery within its geographic district of responsibility and the ability of external client organizations and individuals to develop effective business plans and meet program requirements to obtain and operate harbour authorities. Decisions and recommendations respecting acquisition and divestiture of real property and assets impact on the cost-effective utilization of financial resources within the organization, and the ability to provide mandated services to facility users. Decisions also impact indirectly on the viability of commercial enterprises and community stakeholders of harbour facilities.

= BM 17, Benefit Program Officer at degree 2, as the BM and SP decisions affect the efficiency and effectiveness of program delivery initiatives, including the quality of service received by clients. BM decisions on labour disputes impact directly on hundreds or thousands of workers, while SP decisions impact on commercial, recreational and public users of harbour facilities and the effective operation and viability of harbour authorities.

< BM 14, Regional Manager, Investigation and Control at degree 3, who is the regional authority while the SP's impact is limited to the district of responsibility. The BM decisions and recommendations impact on the nature and scope of the regional program and national and

regional policy development, whereas the SP works within established regional/national policy and guidelines.

Operational Responsibility Degree C 40 points

The SP performs a "Staff" role and is responsible for delivery of a well-defined program within a specific geographical management area. This involves determining adequacy of operational policies and procedures administered by harbour managers and members of harbour authorities to provide service to facility users and meet contract and lease obligations set by the Department. This includes monitoring the activities of non-employees performance for effectiveness, evaluating and auditing financial and business planning documents, ensuring safety and environmental protection compliance is adhered to and controlling funding based on client performance in meeting contract obligations.

> BM 28, District Licensing Administrator at Degree B, which administers the licensing program in the district and supervises two clerks. The BM also participates in advisory and policy working groups and provides advice to field staff on the interpretation of licensing policies and legislation. The SP is superior in that it is responsible for determining the adequacy of operational policies and procedures administered by non-employees; monitoring for safety and environmental compliance, financial accountability; implementing enforcement and controlling funding.

= BM 17, Benefit Program Officer at degree C, as the BM and SP are comparable in their requirement to monitor all program activities, assess the efficiency and effectiveness of operations, and ensure compliance within operational policies and procedures. Both involve evaluating the operational performance of non-employees and providing advice as a subject matter specialist staff in the organization.

Nature and Size of Subordinate Organization

Not applicable. The SP performs a staff role and has no subordinates.

* **Contacts**

Degree 2

70 points

The SP provides advice and guidance to external clients involved in harbour management and the operation of harbour authorities respecting service levels as defined by contract obligations, compliance issues related to safety and environmental protection, monitoring and audit issues related to financial administration, funding, and business planning. These activities require significant explanation of legislative and program requirements to achieve cooperation and compliance in meeting contract/lease obligations, meeting defined service levels, performing audit functions, and when providing advice or interpretation.

= BM 17, Benefit Program Officer at degree 2, as the BM and SP have a like requirement to deal with non-government personnel to resolve problems and obtain cooperation in problem resolution and adherence to compliance requirements. Both are required to investigate operational performance and provide recommendations to achieve cooperation in meeting service levels requirements. Both provide expert level advice staff within the organization to promote problem solving and improve program delivery functions.

This has been changed to degree 3, 110 points. See attached.

*jid
8/11/12*


< BM 2, Airport Manager at degree 3, who consults with local government officials and other government departments respecting the provision of common services and to coordinate emergency services. The BM acts as final authority in negotiations on nature and levels of service for the airport while the SP requires management approval in contentious and politically sensitive issues.

Summary

Knowledge	C2	224
Decision Making	B2	146
Operational Responsibility	C	40
Contacts	2	70
Total		480 PM-03 (401-500)

Recommendation

The SP is rated at 480 points and recommended for classification at the PM-03 group/level.


Bill Anderson
Sept 6/01

**WORK DESCRIPTION***RELATIVITY***0000001048****Bungay Wayne****Program Officer**

Department/Agency:	Department of Fisheries and Oceans
Section:	
Division:	
Branch:	Small Craft Harbours
Geographic location:	Grand Falls-Windsor (Nfld.)
Security clearance	
Language requirements:	English Essential
Departmental use:	

Immediate supervisor:	Area Chief (0000001044)
------------------------------	--------------------------------

Version: Draft	Date last updated: 2000-2-3
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Classification:**Effective Date of Decision:****Model identifier:**

Client-Service Results

Program initiatives and advisory services related to the maintenance, operations, and management of harbours in an assigned geographic area to fishing industry stakeholders, the general public, and SCH regional and area personnel.

Key Activities

- X Supports the implementation of national and regional policy, procedures, management and budgetary control for a system of commercial fishing harbours in an assigned geographic area.
- X Delivers DFO's Harbour Authority initiative for all commercial fishing harbours through the establishment of Harbour Authorities.
- X Coordinates and provides training for Harbour Authorities.
- X Makes recommendations to Harbour Authorities on issues beyond their realm of expertise including legal, business, financial, management, operational, and enforcement issues, and on harbour maintenance and development.
- X Monitors the operations of Harbour Authorities to ensure compliance with the terms and

conditions of their lease agreement for harbour management and determines needed interventions and strategies.

• Conducts financial, operational, and environmental reviews of the operations of Harbour Authorities and recommends appropriate actions.

• Provides consulting/advisory services to Harbour Authorities concerning their roles in the management and operations of harbours and gives direction to Ministerially appointed Harbour Managers.

• Negotiates and approves individual Harbour Authority business plans and budgets, and provides specific advice regarding financial statements and business proposals for projects.

• Negotiates, drafts and issues licences to all commercial harbour users in DFO managed harbours. Participates in the negotiation of leases to commercial/industrial users of DFO managed property in scheduled harbours.

• Assists the Area Chief in the implementation and management of Small Craft Harbours maintenance and development program.

• Undertakes management and enforcement activities associated with the operation of real property and facilities.

• Provides recommendations to the Area Chief on the divestiture of commercial fishing harbours not intended for harbour authority management, and on facilities administered by Harbour Authorities but surplus to the fishing industry needs.

• Identifies real property requirements and recommends the acquisition to the Area Chief as needed for the management and operation of commercial fishing harbours.

• Identifies the need for and produces Environmental Screening and Assessment Reports for projects in accordance with the Canadian Environment Assessment Act.

Employee's statement:

I have been given the opportunity to comment on this work description.

Employee's signature

Date

Supervisor's statement:

This work description accurately describes the activities and demands of the position.

Supervisor's signature

Date

Authorization:

Manager's signature

Date

Work Characteristics



(1) Information for the Use of Others

Provides information and advice to various fishing industry stakeholders, politicians, the general public with respect to the Small Craft Harbours program and policies to assess the impact and to develop options for future harbour management.

Provides advice, guidance and recommendations to area management on management, operations, and maintenance of public harbours to assess the impact and feasibility of various harbour management, operations, and development options. Makes specific recommendations that can affect the livelihood of individual fishers and coastal communities, and impact on fish handling/processing facilities.

Provides advice and disseminates information to incorporated Harbour Authorities, and applies methodologies and standards in such matters as business planning, revenue generation, financial and resource planning and management, tax provisions and reporting requirements, property management, legal and enforcement issues, environmental practices and compliance, liability insurance, legislative obligations, technical matters such as construction standards, specifications and techniques, and administrative matters such as tendering, procurement, contracting for services, inventory control, computer operations and human resource practices to ensure successful operation and economic sustainability.

Gathers, synthesizes, and produces draft ministerial correspondence from a complex variety of information for the Area Chief to respond to specific inquiries directed to the Minister's office.

Researches socio-economic and environmental background information and produces environmental assessment reports for the Area Chief for the approval of projects to ensure compliance with the Canadian Environmental Assessment Act. The reports as approved by the Regional Director are made available for public perusal and critique through the national Habitat Referral Tracking System.

Provides technical advice and assistance to individuals, Harbour Authorities, groups, and the fishing industry on construction and repair projects being considered for structures administered by the Department. This can involve breaking down complicated construction and permitting processes into simpler operations, and is necessary to give Harbour Authorities, individuals, and groups the knowledge and skills they require to successfully complete projects to established regulations, codes, and standards.

(2) Well-Being of Individuals

There is no specific requirement for this.

(3) Leadership of Human Resources

Leads and coordinates multi-disciplinary groups and agencies in meetings, working groups and projects to provide information on programs and policies, and to develop overall management and business plans. Guides incorporated Harbour Authorities in human resource planning including the recruitment of volunteers, students and employees, and consultants required to support the Harbour Authority program. This includes developing work plans and priorities, proposing terms of reference,

evaluating performance and creating alternate plans to accomplish objectives. This is a shared responsibility.

Conducts initial training of new Harbour Authority directors and members on such matters as corporate structure and bylaws, business, accounting, legal, and administrative matters associated with the operation of a Harbour Authority.

Conducts initial training of new persons in the Branch on such matters as corporate structure, administrative practices, business, operational and legal issues associated with the Small Craft Harbours program. This is a shared responsibility.

Provides management and operational guidance and training in accounting principles and procedures to incorporated recipient groups that have assumed responsibility of Federal harbours formerly under government jurisdiction. This is a shared responsibility.

Assigns and manages the work of Harbour Managers and Enforcement Officers through the development of work plans, performance reviews, and the determination of remuneration for services rendered. This is a shared responsibility.

Facilitates and chairs public meetings in communities to establish Harbour Authorities. Explains the management and operational concepts of Harbour Authorities including departmental and Harbour Authority responsibilities.

Guides incorporated Harbour Authorities in the development of a management plan which includes work plans, revenue generation, and maintenance and services programs. This is a shared responsibility.

(4) Money

BUDGETING

Participates in aspects of budget preparation and management including providing recommendations for the Area budget, providing financial advice and making recommendations for prioritization of projects, including cost benefit and risk analyses. Plans, costs and budgets for harbour operations and maintenance activities. On an ongoing basis monitors project status; reallocates funds within budget to compensate for changes; and conducts financial planning, forecasting and reporting. Provides advice and recommendations to incorporated harbour authorities and recipient groups on preparing and managing operational budgets to ensure their successful operation and long term sustainability.

MANAGING MONEY FLOW

Determines and negotiates commercial lease and licence annual rents with private commercial operators based on Treasury Board guidelines and market value appraisals. Monitors and tracks commercial leases and licences issued and payments received, advises the Area Chief on outstanding accounts and takes the appropriate enforcement action. Solicits financial contributions from other Federal, Provincial, and private sources for cost-shared projects with incorporated harbour authorities and recipient groups to reduce the demand on Small Craft Harbours budget. Provides advice and recommendations to incorporated harbour authorities on devising service fee schedules, determining commercial sub-lease rent and licence fees, and collection of accounts based on specific site and local market conditions and knowledge of other harbour operations.

SPENDING

Identifies, tenders, awards and administers maintenance and service contracts within allocated budget.

Awards contracts, verifies goods and or services are received and approves progress claims and final invoices for payment. Commits funds and recommends paying out funds under contractual agreements. Purchases goods and services using government credit cards issued in incumbents' name and accounts for all expenditures. Provides advice and recommendations to incorporated harbour authorities and recipient groups on tendering and contracting for goods and services, processing claims and invoices, and auditing requirements.

(5) Physical Assets and Products

Operates and provides minor maintenance of real property, harbour infrastructure and related equipment used by the commercial fishing stakeholders and the public in harbours that are managed directly by Small Craft Harbours, and minor maintenance at those sites under lease to Harbour Authorities. These assets are extremely valuable and very difficult to replace due to budget limitations and program inflexibility due to commitments to other projects.

Takes temporary custody of, and protects seized evidence gathered during investigations, to be used by the Crown during prosecution. This time sensitive evidence cannot be replaced.

Operates and maintains assets included in own work such as a government vehicle, personal computer, cellular telephone, office furniture, files, supplies, and software. With the exception of the vehicle these assets are not used by other staff and can be replaced, but at a considerable cost.

(6) Ensuring Compliance

As an enforcement officer pursuant to the Fishing and Recreational Harbours Act and Regulations, conducts routine inspections of harbour usage including that of fishers, commercial operators, lessors, and the general public to ensure compliance with regulations related to real property and environment issues, in order to ensure the safety of all harbour users and the general public and to protect the environment and harbour infrastructure. Compliance and enforcement activities are performed by examining a wide range of various options and statutes available to determine the most appropriate course of action. Duties require examining complaints, taking evidence, issuing warnings and recommending whether to pursue prosecution, and providing sworn testimony. Responsibility is shared and may require supervisor and senior management involvement.

Conducts on-site reviews and evaluations of Harbour Authorities' business and real property management practices to ensure compliance with and enforcement of the Fishing and Recreational Harbours Act, and the Small Craft Harbours' lease in order to protect the interests of the general public and fishing industry stakeholders in terms of safety and non-discriminatory public access. Depending on the degree of non-compliance, using own judgement and established precedents and practices, negotiates corrective action. Consults with supervisor regarding difficult situations.

Conducts on-site reviews to ensure Harbour Authorities are in compliance with the Provincial Labour Act, Worker's Compensation Act, Canada Corporation Act, Revenue Canada Taxation re: employee benefits and Harmonized Sales Tax. Negotiates compliances schedules and implementation of corrective action for violators using own judgement, precedents, and established practices. This is a shared responsibility.

Ensures that minor maintenance activities comply with the Canadian Environmental Assessment Act, Fisheries Act, Navigable Waters Protection Act, and provincial environmental regulations. The responsibility is shared. Failure to ensure compliance could result in legal action being initiated against

the Crown and/or incumbent.

Conducts Environmental Screenings on lease agreements with Harbour Authorities and the fishing industry or other users of federal property to ensure compliance with the Canadian Environmental Protection Act.

Skills

(7) Job Content Knowledge

Knowledge of negotiation principles and techniques and practices to effectively conclude initiatives and agreements with clients.

Knowledge of principles, practices, and techniques of leadership to effectively provide and coordinate the efforts of diverse groups towards common goals.

Knowledge of problem solving techniques with an ability to analyze issues and develop innovative and viable solutions is required when investigating problems and advising Harbour Authorities on property management, business and legal issues.

Knowledge of enforcement including investigative techniques and legal processes associated with the application of the Fishing and Recreational Harbours Act and Regulations, maritime, contract, tort and common law is required to carry out enforcement duties, investigate claims against the Crown and to provide specific advice to Harbour Authorities, the general public and management on land control and enforcement issues.

Knowledge of the principles and practices associated with real property management as it relates to custodial Federal property, including legal, administrative, and management techniques, procedures, and responsibilities is required to effectively operate harbours and to provide specific advice to Harbour Authorities.

Knowledge of real property acquisition and disposal methods including legal and property terminology; methods and procedures and the ability to read and interpret survey plans, deeds and descriptions in order to address client and legal requirements for management of harbours and implementation of construction projects.

Knowledge of harbour standards, regulatory requirements, facility inspection techniques and construction methodologies, including the ability to read and interpret construction drawings and specifications in order to analyze situations and provide advice to Harbour Authorities, management, contractors, consultants and regulatory agencies. Knowledge of project management, planning, implementation, critical time line analysis, negotiation approaches, and report writing to manage a minor maintenance program.

Knowledge of principles, practices, authorities and accountabilities of the financial process for budgeting, managing money flow, and expending funds for goods and services, and to exercise financial control over allocated budget.

Knowledge of financial review procedures, standards, and reports to conduct reviews of Harbour Authority activities.

Knowledge of financial accounting systems, including payroll taxation remittance procedures to train Harbour Authorities in accounting practices and record maintenance.

Knowledge of various options of revenue generation is required to advise Harbour Authorities on becoming financially viable businesses.

Knowledge of computer software, the internet and data entry programs, in order to gather information, prepare correspondence, produce reports and input data.

Knowledge of communication practices and techniques to prepare public presentations and written reports.

Knowledge of methods, techniques and practices required to conduct environmental screenings and assessments to ensure program compliance with federal and provincial environmental legislation.

Knowledge of inventory control and accountability standards to ensure asset utilization is managed and used for its intended purpose.

Knowledge of investigative techniques to ensure enforcement and evidence gathering procedures are conducted correctly and legally.

(8) Contextual Knowledge

WORK UNIT

Knowledge of the mandate and priorities of Small Craft Harbours' related to safety issues, harbour development and the reduction of operating expenditures through major devolution exercises and new business arrangements with clients through the Harbour Authority initiative.

Knowledge of administrative procedures and budgeting processes are required to deliver the maintenance/construction and operations program through a variety of initiatives.

Knowledge of the respective roles of regional staff on all management and operational issues is important in developing effective working relationships and providing a unified approach to issues.

Knowledge of collective agreements, travel directives, standards, procedures, guidelines and unit culture to conform to established practices.

Knowledge of the regional protocols respecting the media to ensure that the region conveys accurate information.

DEPARTMENT

Knowledge of the structure, roles, functions and responsibilities of the department, its objectives and priorities in support of the departmental vision and oceans strategy initiative in order to provide informed advice and recommendations to Harbour Authorities.

Knowledge of departmental policies, contacts and points of reference is required in order to understand changes within the fishing industry that will impact on the Small Craft Harbours' mandate and program initiatives.

Knowledge of the interaction between branches such as finance, communications, personnel, informatics, contracting, habitat management, and their advisors and directors to ensure contact is made with the person(s) responsible for any particular component of an initiative to ensure information

is received in a timely manner.

OTHER DEPARTMENTS

Knowledge is required of the roles and responsibilities of other Departments and their mandates, organizational structures, programs, culture, policies and regulations including Public Works and Government Services Canada and Treasury Board of Canada for administering minor maintenance projects; Industry Canada in terms of the creation and incorporation of Harbour Authorities; and other Departments such as the RCMP, Environment Canada, Transport Canada, Revenue Canada Taxation for enforcement and regulatory issues.

Knowledge of Human Resources Development Canada programs is required to access financial and human resources to assist in furthering the aims of Harbour Authorities through the development of partnership arrangements.

CANADIAN PRIVATE AND OTHER PUBLIC SECTORS

Knowledge of the roles, responsibilities, and programs of provincial departments, municipal governments and officials to provide assistance and consultation on the Harbour Authority and divestiture initiatives.

Knowledge of the political, cultural, and socio-economic status of the communities in the assigned portfolio to facilitate in the planning for the implementation of a Harbour Authority or divestiture initiatives, and for ongoing service delivery.

Knowledge of local politicians, special interest groups and the identity of community leaders to seek and provide consultation on program issues.

Knowledge of the trends and developments in the fishing industry that will impact on the Small Craft Harbours' initiatives, in order to forecast changes in the management options and levels of service required for commercial fishing harbours.

LEGISLATION/REGULATIONS

Knowledge of the content and underlying principles and intent of the following Acts and Regulations, as they apply to management and operation of real property and facilities, and to be able to minimize risks and to formulate a due diligence legal defence in the event of a personal prosecution for violations of specific statutes and against civil suits:

Fishing & Recreational Harbours Act and Regulations

Fisheries Act

Oceans Act

Financial Administration Act

Treasury Board Regulations

Canadian Environmental Protection Act

Canadian Environment Assessment Act

Criminal Code of Canada

Navigable Waters Protection Act

Canada Business Corporations Act

Canada Labour Code and Regulations

Federal Real Property Act and Regulations

National Building Code of Canada

National Fire Code of Canada

Canada Shipping Act

Small Fishing Vessel Regulations

Various provincial acts and regulations

(9) Communication

COMMUNICATION OUT:

Presentation and public speaking skills are required when articulating policy information, reports, and recommendations to fishing industry stakeholders and public clients and in the formation of Harbour Authorities. This often requires interpreting policy in order to present arguments and dissuade individual biases as well as explaining and altering specialized legal and technical terminology so that it can be fully comprehended by various audiences.

Verbal and presentation skills are required to negotiate leasehold interests with incorporated groups and commercial operators. This requires skill in interpreting Treasury Board guidelines and explaining specialized legal terminology in order that information can be fully comprehended by the lessee. This requires skill to negotiate and persuade the lessee with respect to specific clauses in the lease, lease boundaries, and lease rates.

Writing skills are required to prepare correspondence to clients and to prepare various reports, draft ministerial correspondence and fact sheets. This requires skill in interpreting information and explaining complicated and sensitive issues.

Verbal skills are required to present the assigned functions in the wide ranging consultations with client groups, regional officials, and other government departments to explain policies, priorities and activities, negotiate issues, obtain input and gain agreement and cooperation to handle sensitive situations. Depending on the client groups, the message must be altered and simplified in order to be understood and effective.

Written and verbal skills are required to provide information to various fishing industry stakeholders, politicians, and the general public with respect to the Small Craft Harbours program and policies. This often involves explaining complicated policies, procedures, and standards which involves transforming information into alternate terms in order that it can be fully understood by a varying audience.

Verbal, written, and presentation skills are required to train incorporated Harbour Authorities in such matters as business planning, revenue generation, financial record keeping, and technical matters such as construction standards, specifications, tendering. This involves breaking down complicated financial and construction processes into simple, understandable steps and is necessary to give Harbour Authorities the knowledge and skills they require to develop and maintain good financial and construction practices.

COMMUNICATION IN:

Listening skills to interpret inquiries from clients who have difficulty understanding program related issues to determine their exact requirements and providing them the correct information. Observation skills to read between the lines when conducting public information sessions and to adjust delivery to the respective mood of the audience. Reading skills to gather and synthesize information written in legislative and regulatory language to draft responses to people having different requirements and levels of interpretation. Reading skills to digest information and demands from groups or individuals and review proposed responses to ensure that they contain accurate information.

(10) Motor and Sensory Skills

In the course of travel and performance of duties, there is a requirement for dexterity and coordination to embark and disembark vessels, and land vehicles while carrying equipment, and to inspect harbour infrastructure under unsafe conditions due to climate conditions, unsafe structures, and slippery conditions caused by the marine environment.

Manual dexterity and coordination skills are required for the daily operation of a computer keyboard in the preparation of correspondence, reports and inputting data. Dexterity is required to operate other office equipment such as photo copiers, fax machines and cellular telephones.

Physical dexterity, hand-eye coordination and concentration are required to drive land vehicles on a daily basis, often in inclement weather, poor road conditions, and during darkness.

A keen sense of smell is occasionally required to observe and address operational risks or compliance problems with respect to combustible or hazardous substances.

Effort

(11) Intellectual Effort

Applying strategies, practices and approaches to govern the negotiation and consultative processes with fishing industry stakeholders and the public involved in the implementation of the Harbour Authority policy. The work is performed under departmental time line pressures to achieve imposed goals, and involves dependence on other government departments and agencies, client pressures for information, conflicting stakeholders interests and changing policy interpretations.

Analyses and evaluates the associated business and operational plans of the established Harbour Authorities to evaluate their effectiveness from a management, operational, business, and legal perspective and implementing corrective measures through consultation or direct intervention. This work is performed under time line pressures imposed by the department, individual biases against the department, and client reluctance to change or comply with directives.

Negotiates the resolution of differing interpretations as they arise in the administration of harbour authorities, including enforcement procedures, data collection, and collection of revenues from fees and services. The work is occasionally performed without the benefit of established practices and precedents and without the availability of human resources required to meet imposed goals and deadlines.

Intellectual effort must be applied in the management of a minor maintenance program to analyze requirements for program expenditures, prioritize project requests for funding, and for the preparation of project proposals, plans and specifications. The work is performed under time line pressures imposed by the department and clients, weather and climatic conditions, and the dependence on other government departments and agencies. There is a constant requirement to analyze an on-going number of project requests to seek or create solutions from a large number of options, and to make funding recommendations with limited program funding.

Develops strategies and options unique to each situation in order to conduct sensitive negotiations with client groups regarding the management and the identification and initiation of divestiture of real property. The work is performed under departmental time line pressures to achieve imposed goals, dependence on other government departments and agencies, client pressures for information and legal interpretations, conflicting stakeholders interests, and negative public opinion against overall government fiscal restraint and perceived downloading policies.

Analyzes requirements for harbours and facilities in communities, judges and assigns relative priorities and develops short and long-term construction, maintenance and operational programs. Recommendations and decisions consider competing interests for limited funding, feasibility of proposals from harbour users, communities, environmental, economic, social and political consequences, and conflicting needs or demands of user groups.

Make decisions on short term harbour maintenance program requirements. Decisions must consider safety issues and associated priorities, the impact on communities, harbour users, and the fishing industry.

(12) Sustained Attention

The work requires long periods of sustained attention when operating a motor vehicle in order to concentrate on the road while driving under stressful factors such as wildlife, night driving, and adverse weather conditions. There are frequent interruptions with calls from cellular telephones which increase the risk of accidents. This work takes up to twenty percent of the incumbent's time on an ongoing basis, due to the geographic size of the area of responsibility.

The requirement to sustain attention while attending public and internal business meetings as a leader and participant is required to comprehend and interpret information and to contribute effectively to a variety of complex initiatives and concerns. These activities consume twenty percent of the available time.

Long periods of sustained attention is required to review financial records where errors have occurred in order to locate and take corrective action. This activity consumes five percent of available time.

(13) Psychological/Emotional Effort

Psychological/emotional effort is needed to remain impartial and composed while providing information services to irate clients who are objecting to decisions. There is no control over the number of clients or how they will choose to express their anger.

Psychological/emotional effort is needed to remain impartial and composed while carrying out enforcement duties involving upset clients who are not in compliance with the law. There is no control over the number of clients or how they will choose to express their anger.

Psychological/emotional effort is required to put aside personal beliefs and maintain composure when articulating, defending and implementing views that may not be one's own. There is little or no control over the duration and frequency of incidents.

Psychological/emotional effort is needed to meet work requirements that entail frequent absences from home and family with very little control over the occurrence, duration, and frequency.

(14) Physical Effort

On a daily basis, the work involves long periods of sitting to read a variety of hard copy and electronic information, to operate a personal computer and to analyze problems and offer suggested solutions.

On a frequent basis, the work involves visiting harbour locations where construction activity is occurring, climbing on and off vessels, wharves and harbour facilities, walking over uneven and slippery surfaces to carry out facility inspections. This requires the provision of protective and safety equipment including safety boots, life jackets, gloves and hard hats.

There is a weekly requirement to attend meetings and stand for long periods of time in directing discussions or to sit for extended periods recording information.

There is a frequent requirement to visit remote harbour locations and communities to attend meetings. This involves prolonged periods of driving alone and sitting in one position, as well as requirement to travel on helicopters, small planes and vessels.

The work requires stamina and concentration to work extended and irregular hours to meet operational demands and accommodate client needs.

The work requires the occasional lifting and carrying of heavy loads such as construction materials and equipment such as motors, winches, and office equipment for a short distance.

Working Conditions

(15) Work Environment

The work is performed in both an office and external environment. The work involves continuous exposure to noise and frequent interruptions from staff, callers, and visitors, as well as exposure to glare from computer monitors during long periods of keyboarding. There is a continuous requirement to deal with imposed deadlines from the completion of reviews, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, and politically sensitive issues associated with program policies.

The work involves attending on site meetings at many varied locations with community groups, Harbour Authorities, and the general public several times a week, many of which are of a sensitive nature and pose a requirement to deal with angry, distressed, and confrontational people.

The work also involves continuous exposure to harbour and construction sites. The on site work involves continuous exposure to inclement weather, extremes of heat and cold, dust, fumes and noise. Occasionally there is a requirement to climb ladders, board vessels and walk over rough and slippery

tem in all weather conditions. There is a requirement to wear safety and protective clothing when visiting construction sites and inspecting harbour facilities.

There is a frequent requirement to work unpredictable and uncontrollable hours to deal with time lines imposed by third party meetings and/or locations.

The work requires extended periods of driving alone, and in all weather conditions, both day and night.

(16) Risk to Health

Repeated travel on a weekly basis involves driving a vehicle for extended periods of time while exposed to wildlife on highways, inclement weather and on sub-standard road conditions, often in remote locations. This activity may cause muscular pain in the back and shoulders, eye strain, and fatigue, and increased risk of highway accidents.

Daily exposure to continuous meetings and phone calls, imposed deadlines, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, politically sensitive issues, and uncontrollable hours cause high stress levels that can lead to severe psychological and physical problems.

Visiting remote harbour locations alone and carrying out inspections of harbour structures and structurally unsafe facilities poses a risk to personal safety.

The office work environment is characterized by occasional visits from angry, distressed and confrontational individuals or groups of people. The unpredictability of this type of working environment leads to stress and anxiety, as such disruptions affect imposed deadlines and client service and increases the possibility of verbal confrontations.

There is occasional exposure when confronting individuals or groups of people to carry out enforcement roles. This type of work leads to stress and anxiety, as often such individuals are agitated, threatening and confrontational, and pose the risk of physical harm.

The frequent use of finger and wrist muscles to enter data on a computer keyboard and produce correspondence, reports, environmental screening, and contribution documents, can cause muscular pain.

The external work environment is characterized regularly by exposure to angry, distressed, and confrontational individuals and groups at meetings, and during on-site visits to harbours. The unpredictability of this type of working environment leads to stress and anxiety as often such individuals or groups are agitated, threatening and confrontational, and pose the risk of physical harm.

RATIONALE — Program Officer

Position Number: 1046, 1047, 1048, 22172, 1056, 21019
Position Title: Program Officer
Branch/Division/Section: Small Craft Harbours
Region: Newfoundland
Location: Various
Supervisor: Area Chief
Supervisor's Position #: Various
Supervisor's Level: PM-05

Background:

The subject position (SP) was last reviewed in 1994, which resulted in reclassification of the position from PM-02 to PM-03.

Consultation with the Director, SCH, the three Area Chiefs and the six incumbents of the Program Officer positions (February 1, 2001) suggests that the job has changed significantly. While the core duties of the position remain substantially the same, responsibility has expanded in several areas coincident with the government-wide emphasis on issues such as Occupational Safety and Health, and, Environmental Protection. In terms of occupational safety and health, the SP is now responsible not only for ensuring that good safety practices, are followed (i.e. inspection) but that local stakeholders (i.e. Harbour Authorities, Harbour Masters, harbour users, etc.) adopt a proactive "safety culture". Influencing the existing attitudes requires persuasion, education and co-operation. The responsibility for safety, as well as maintenance, was previously delegated to PWGSC. In the area of environmental protection, Program Officers are now responsible for identifying, encouraging and fostering concepts such as recycling and "first response". Perhaps the area of greatest change in the Newfoundland Region, is related to the growing maturity of the Harbour Authorities concept. This concept was first introduced approximately 1991; however, it is only in recent years that it is realizing its' full potential. Harbour Authorities have grown in number to 143 and are expected to further increase to approximately 300.

The expanded Program Officer role dictates that incumbents serve as counsellor and advisor to Harbour Authorities in terms of strategizing appropriate harbour construction, maintenance and development, in consideration of competing interests for limited funding, feasibility of proposals from harbour users and communities, as well as environmental, economic, social and political consequences. The Program Officer then acts as liaison/advocate/negotiator/departmental representative for proposals, making verbal and written presentations to the Area Chief or to other government departments (i.e. ACOA, PWGSC, HRDC and Industry Canada) for funding and/or labour (Area Chiefs confirm that Program Officers have been delegated responsibility for direct negotiations with OGDs.).

In real terms, advice and counsel might take the form of:

- Recommendations/decisions to create a Harbour Authority in one community versus other contiguous communities, the effect of which is to draw marine/economic activity to the site as a result of the improved infrastructure, and, to create employment needed

to maintain that infrastructure. Such decisions are politically and economically sensitive in that communities compete for limited infrastructure;

- negotiating with other Branches of DFO to allow Harbour Authorities to adopt new/innovative initiatives such as contracting local fishers to place and remove aids to navigation, or, to acquire "spill booms" to allow members of the community to clean up small spills of hazardous waste - impact on employment, environment and limited departmental resources; or,
- recommending wharf extensions which allow larger/foreign vessels to use the harbour facilities, which in turn brings monies to the community, not only in terms of berthage fees, but also to local retailers (i.e. purchases of gas and supplies, repairs, hotels, etc.).

The foregoing examples are representations only, not an exhaustive list, of a wide variety of activities in which the Program Officer may be involved. The social and economic advantages to Newfoundland outport communities impacted by the loss of the Northern Cod fishery and the resulting out-migration of residents must be considered significant.

In the context of the PM Classification Standard, this expanded role increases the requirement for General Administration Knowledge, and results in a positive change to the Nature of Responsibility for the Contacts Factor.

Category Allocation:

Administrative & Foreign Service

Category definition (occupational groups engaged in planning, execution, conduct and control of programmes serving the public interest and the requirements of internal management in the Public Service of Canada); and Inclusion # 2 in that the SP is responsible for providing program support and advice related to the maintenance, operation and management of harbours.

No exclusions apply.

Group Allocation:

Programme Administration

Group definition (i.e. The planning, execution and control of programs directed toward the public) and Inclusion # 1.

No exclusions apply.

Knowledge	C2	224	
<ul style="list-style-type: none"> Program & Specialized Technical 			
<p>The work requires knowledge of a variety of acts and regulations including the Fishing and Recreational Harbours Act, Canada Business Corporations Act, Fisheries Act as well as the principles, practices and techniques relating to various rules and procedures i.e. budgeting, accounting systems, real property acquisition and disposal, leases, facility inspection and maintenance techniques and practices, construction methods, revenue generation and control, and assets management.</p> <p>> BM 28, District Licensing Administrator at degree B</p> <p>< BM 9, Advisory & Monitoring Officer at degree D, in that the BM requires knowledge of Excise Tax Act and regulations, Bankruptcy Act and various federal and provincial statutes to develop operational policies, directives and provide guidance to regions. A knowledge of revenue accounting and auditing techniques, systems, procedures and practices is required to develop/adapt systems and procedures in response to legislative changes.</p> <p>= BM 17, Benefit Programs Officer at degree C</p>			
<ul style="list-style-type: none"> General Administration 			
<p>The work requires knowledge of administrative procedures such as tendering, procurement, contracting for services, inventory control, computer operations and human resources practices to administer maintenance and service contracts and to provide advice and guidance to Harbour Authorities, Harbour Managers and Enforcement Officers.</p> <p>> BM 17, Benefit Programs Officer at degree 1, in that the BM only requires knowledge of financial authorities governing travel, printing and publications.</p> <p>< BM 2, Airport Manager, Victoria at degree 3, in that the BM requires knowledge of various administrative practices and procedures to manage the operation of a major airport, a staff of 34 through 3 subordinate supervisors and 21 contracted employees (who provide maintenance and security support).</p>			
Decision Making	B2	146	
<ul style="list-style-type: none"> Scope 			
<p>Decisions and recommendations are made with respect to maintenance, operations and management of harbours within established guidelines. Advice and guidance is provided to Harbour Authorities, area management and fishing industry stakeholders. Initiative and judgement are required to resolve disputes between Harbour Authorities and harbour clients over service and maintenance issues and to intervene in the operation of Harbour Authorities in cases of non-compliance with the terms and conditions of their agreement.</p> <p>> BM 28, District Licensing Administrator at degree A</p> <p>< BM 2, Airport Manager, Victoria at degree C</p> <p>= BM 17, Benefits Program Officer at degree B</p>			
<ul style="list-style-type: none"> Impact 			

<p>Decisions and recommendations impact on the effectiveness of harbour operations and the levels of service to harbour users in the area.</p> <p>< BM 8, Chief, Passenger Terminal Operations at degree 3</p> <p>= BM 17, Benefit Programs Officer at degree 2</p>			
Operational Responsibility	C	40	
<p>The work requires assessing the effectiveness of harbour operations, providing advice and guidance to Harbour Authorities, identifying areas of concern and providing training when necessary. It also involves recommending procedural and policy changes to the Area Chief or SCH Regional Managers when appropriate.</p> <p>> BM 28, District Licensing Administrator at degree B</p> <p>< BM 14, Regional Manager, Investigation and Control at degree D</p> <p>= BM 17, Benefit Programs Officer at degree C</p>			
Contacts	3	110	
<p>The SP consults with fishing industry stakeholders, officials of other government departments and with public clients to interpret and explain policies, to exchange information and to negotiate agreement and cooperation on sensitive political, economic and social issues.</p> <p>> BM 28, District Licensing Administrator at degree 2</p> <p>< BM 7, Tariff Classification Policy Specialist at degree 4, in that the BM has contact with business and trade associations to solicit their cooperation in order to develop Customs policy; with officers of the Department of Finance to negotiate new and amended tariff legislation and interpretations of considerable significance to Canadian industry; and, with Canadian and foreign manufacturers, importer and trade associations to determine the affects of new tariff items and ensure their feasibility prior to developing Regulations and guidelines for the implementation of changes to Customs legislation.</p> <p>= BM 2, Airport Manager at degree 3.</p>			
TOTAL	520	PM-04 (501 - 610)	

Rationale prepared by Fitzpatrick Consulting



WORK DESCRIPTION

27262

Business Manager

Department/Agency: Department of Fisheries and Oceans
Section: Corporate Services
Division:
Branch: Small Craft Harbours
Geographic location: Sydney (N.S.)
Security clearance: Enhanced reliability
Language requirements: English Essential
Departmental use: Sample 145-Reg Mod/Dec 20157, Last Updated 2001-7-18 (Pos 13665-13674 20612 27261 27262)

Immediate supervisor:

Version: Final **Date last updated:** 2001-12-7
Classification:
Effective Date of Decision:
Model identifier:

Client-Service Results

Implementing program and policy initiatives to various fishing industry stakeholders and the general public with respect to the management of harbours.

Key Activities

- Implements national and regional policy, procedures, management and budgetary control for a system of commercial fishing and recreational harbours.
- Provides extensive training and business advice to incorporated harbour authorities and appointed

harbour managers.

- Negotiates, drafts and recommends for approval commercial and harbour authority leases, subleases and lease amendments.
- Negotiates and approves individual harbour authority business plans, budgets and financial statements and provides specific advice regarding business proposals for projects.
- Manages and coordinates a construction program.
- Conducts, initiates and assists in the coordination of the divestiture and privatization of recreational and commercial fishing harbours not intended for harbour authority management.
- Controls management and enforcement activities associated with the operation of real property and facilities.
- Identifies, coordinates and recommends the acquisition of real property that is required for management and operation of commercial fishing harbours, as well as to make harbour property marketable for divestiture.

Employee's statement:

I have been given the opportunity to comment on this work description.

Employee's signature

Date

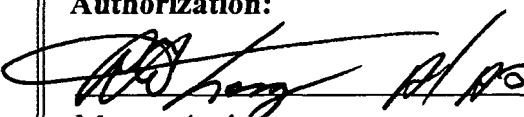
Supervisor's statement:

This work description accurately describes the activities and demands of the position.

Supervisor's signature

Date

Authorization:


Manager's signature


Date

Work Characteristics

Responsibility

(1) Information for the Use of Others

Provides information and advice to various fishing industry stakeholders, the general public and harbour managers with respect to the Small Craft Harbours' program and policies to assess the impact and to develop options for future harbour management. This often involves explaining complicated policies, procedures, and standards which involves transforming information into alternate forms in order that it can be fully understood by a varying audience.

Researches and analyses present harbour information and provides advice to the Area Chief to assess the impact and feasibility of various harbour management options. Makes specific recommendations that can affect the livelihood of individual users and coastal communities.

Provides MANAGERIAL AND OPERATIONAL advice and disseminates information to incorporated Harbour Authorities, and assists harbour authorities and federally appointed harbour managers in developing PROCEDURES AND ASSISTING HARBOUR AUTHORITIES in such matters as preparation of project proposals, business planning, revenue generation, financial and resource planning and management, tax provisions and reporting requirements, property management, legal and enforcement issues, environmental practices and compliance, liability insurance, legislative obligations, technical matters such as construction standards, specifications and methodologies, and administrative matters such as tendering, procurement, contracting for services, inventory control, computer operations and human resource practices to ensure successful operation and economic sustainability.

Gathers, synthesizes, and produces background and site specific information used by the Area Chief in preparing draft ministerial correspondence from a complex variety of information for the Ministerial Correspondence Unit in order to answer specific inquiries directed to the Minister's office. Elaborates on particular issues and conflicts that are politically sensitive and transforms information into concise terms, and in the appropriate tone sought by the Minister, to explain and defend government programs and policies to the Canadian public.

Researches socio-economic and environmental background information and produces environmental assessment reports for projects in accordance with the Canadian Environmental Assessment Act. The reports are made available for general public perusal and critique through the national habitat tracking referral system. Has delegated authority to make decisions to sign-off and approve environmental ratings for minor works projects and property leases and is accountable to the Minister and the general public for such decisions.

Provides general technical advice and assistance to individuals, appointed harbour managers and groups on minor construction and repair projects being considered for structures leased by the Department to incorporated harbour operators, but still under federal ownership. This can involve breaking down complicated construction and permitting processes into simpler step by step operations, as is necessary to ensure individuals and operating groups, have the knowledge and skills they require to successfully complete projects to established regulations, codes, and standards. Provides leadership to HA groups in preparing detailed project submissions which conform to established format and provides the HA with the best chance for funding approval.

(2) Well-Being of Individuals

There is no specific requirement for this.

(3) Leadership of Human Resources

HARBOUR AUTHORITY DEFINITION: A HARBOUR AUTHORITY IS AN INCORPORATED NON-PROFIT GROUP, SEPARATE FROM DFO, WHOSE PRIMARY FUNCTION IS TO MANAGE AND OPERATE SCH FACILITIES LEASED TO THE HARBOUR AUTHORITY FOR A DEFINED PERIOD, USUALLY 5 YEARS. OWNERSHIP OF THE PROPERTY AND FACILITIES REMAINS WITH THE FEDERAL CROWN.

PARTICIPATES AND ASSISTS IN THE COORDINATION OF branch participation in multi-disciplinary groups involving federal and provincial government agencies, working groups, project teams and various client groups to provide information on harbour authority programs and policies, and to develop overall management and business plans for harbour authorities.

PROVIDES ADVICE TO incorporated Harbour Authorities in human resource planning including the recruitment of volunteers, students and employees, and consultants required to support the Harbour Authority program. This includes developing work plans and priorities, proposing terms of reference, evaluating performance and creating alternate plans to accomplish objectives.

Leads Harbour Authorities in business planning, environmental management planning, project proposal formulation, financial management, harbour operations and other management practices to ensure their long-term viability and success.

Provides initial and ongoing training of harbour authority directors and members on such matters as corporate structure and bylaws, business, legal, real property and administrative matters associated with the operation of a Harbour Authority. THIS RESPONSIBILITY IS SHARED WITH REGIONAL STAFF.

Assists the Area Chief and participates in multi-disciplinary project teams consisting of intergovernmental personnel, private consultants and client groups for environmental assessment, design, implementation and management services for a variety of major construction projects, includes proposing and developing terms of reference, negotiating consultant fees, approving contracts, providing ongoing monitoring, and reviewing standards.

Leads and co-ordinates Harbour Authorities in the development of their Environmental Management Plans, approves plan and provides ongoing monitoring to ensure compliance with federal regulations and policies.

Leads, assigns and directs the work of Public Works and Government Services staff ,private consultants, client groups and other contractors involved in construction and maintenance projects. This involves leading and providing direction on project deliverables, direction on timing and alternatives for project implementation, direction on acceptance of work, direction on changes to the scope of work to be undertaken and organization and chairing of discussions to resolve project issues. This activity is not shared for projects up to \$15K and is shared with the Area Chief for projects in excess of \$15K.

Assists regional staff and the Area Chief in the initial training of new persons in the organization on such matters as corporate structure, administrative practices, business, operational and legal issues associated with the Small Craft Harbours program. This is a shared responsibility.

Provides management and operational guidance to incorporated recipient groups that propose to assume responsibility and eventual ownership of Federal harbours formerly under government jurisdiction. Plans and establishes self directed work teams consisting of interdepartmental representatives to assign divestiture projects. This is a shared responsibility.

(4) Money

BUDGETING:

As a responsibility centre manager, manages, plans and budgets for a construction program as well as an operations and maintenance budget. Provides financial advice and makes recommendations for prioritization of projects, including cost benefit and risk analyses. The incumbent has considerable latitude and flexibility to arrange and manage financial resources to most successfully impact on program deliverables within the area of responsibility.

Participates in area budget preparation and management including providing recommendations for the area Small Craft Harbours' budget, providing financial advice and making recommendations for prioritization of projects, including cost benefit and risk analyses. Plans and budgets for the allocated harbour operation and maintenance budget of the Small Craft Harbours' program. On an ongoing basis monitors status, reallocates funds within budget to compensate for changes, and conducts financial planning, forecasting and reporting. Has considerable latitude to allocate and reallocate funds from one project to another or between harbours.

Provides MANAGERIAL AND OPERATIONAL advice and recommendations to private incorporated harbour authorities, federally appointed harbour managers and recipient groups on preparing and managing operational budgets to ensure their successful operation AND long term sustainability.

MANAGING MONEY FLOW:

Determines and negotiates commercial lease and licence annual rents with private commercial operators based on Treasury rd guidelines and market value appraisals. Monitors and tracks commercial leases and licences issued and payments received, advises the responsibility centre on outstanding accounts and recommends the appropriate action including enforcement and writing off debts. Assists harbour authorities in soliciting financial contributions from other Federal, Provincial, Municipal and private sources for cost-shared projects with private incorporated harbour authorities and recipient groups. Provides ADVICE AND recommendations to private incorporated harbour authorities and recipient groups on devising a service fee schedule, determining commercial sub-lease and licence annual rents, and collection of accounts based on specific site and local market conditions and knowledge of other harbour operations, and to reduce the demand on the Small Craft Harbours program budget.

SPENDING:

responsibility centre manager with full signing authority to allocate funds among line objects and manages construction and an operations and maintenance budget. Identifies, tenders, awards and administers all maintenance and service contracts within allocated budget. Is accountable for expenditures associated with a broad range of activities relevant to harbour management and the operating and administrative resources required to manage the Harbour Authority Program including sole source authority in dealing with harbour authorities. Has freedom to reallocate funds within financial authority and in compliance with Treasury Board guidelines. Identifies, tenders, awards and administers contracts within allocated budget., verifies goods and or services are received and processes progress claims and final invoices. PARTICIPATES AND PROVIDES RECOMMENDATIONS on the real property acquisition budget for the portfolio of harbours. Commits funds and recommends paying funds in the form of grants and contributions and joint project agreements. Purchases goods and services using government credit cards and accounts for all expenditures. Provides advice and recommendations to private incorporated harbour authorities and recipient groups on tendering and contracting for goods and services, as well as processing claims and invoices and auditing requirements. THIS IS A SHARED RESPONSIBILITY.

(5) Physical Assets and Products

Operates and maintains real property, harbour infrastructure and related equipment used by the commercial fishing stakeholders and the public in harbours that are still managed directly by Small Craft Harbours. These assets are extremely valuable and very difficult to replace due to budget limitations and program inflexibility due to commitments to other projects. Safety of harbour users and clients using harbour facilities is of utmost concern to the branch.

Takes temporary custody of, and protects seized equipment, vehicles and vessels, gathered by branch during enforcement actions and investigations, to be used by the Crown during prosecution. This property becomes the responsibility of the branch, cannot be replaced, and is used in court as evidence.

Operates, maintains and cares for assets included in own work such as a personal computer, cellular telephone, office furniture, cameras, files, supplies, and software. These assets are not used by other staff and can be replaced, but at a considerable cost to Small Craft Harbours.

(6) Ensuring Compliance

As an enforcement officer pursuant to the Fishing and Recreational Harbours Act and Regulations, conducts routine inspections of harbour usage including that of fishers, commercial operators, lessors, and the general public to ensure compliance with regulations related to real property and environment issues, in order to ensure the safety of the harbour users general public and to protect the environment. Compliance and enforcement activities are performed by examining a wide range of various options and statutes available to determine the most appropriate course of action. Duties require examining complaints, taking evidence, issuing warnings and recommending whether to pursue prosecution, and providing sworn testimony. Responsibility is shared. conducts on-site audits and evaluations of Harbour Authorities' business and real property management practices to ensure compliance with the

Canada Business Corporations Act and the Small Craft Harbours' lease in order to protect the interests of the general public and fishing industry stakeholders in terms of safety and providing nondiscriminatory public access. negotiates compliance schedules and implementation, among a wide number of options available, for violators using own government, precedents and established practices. Consults with supervisor regarding difficult situations.

Conducts on-site audits and response to public complaints pertaining to recipient groups to ensure compliance with the covenants associated with the transfer of real property under the devolution program in order to ensure nondiscriminatory access and that the transferred assets continue to be operated in accordance with the conditions of the transfer agreement. Negotiates compliance schedules and implementation among a wide number of options available for violators using judgment, precedents and established practices. Responsibility is shared.

Skills

(7) Job Content Knowledge

Knowledge of inter-personal communication and negotiation principles, accompanied with problem solving techniques and an ability to analyze complex issues and develop innovative and viable solutions, is required when investigating problems and advising privately incorporated harbour authorities on organizational alternatives, property management and facility development options, business, legal, financial and construction issues

Knowledge of principles, practices, and techniques of leadership to effectively provide and coordinate the efforts of diverse ups towards common goals.

Knowledge of enforcement including investigative techniques and legal processes associated with the application of the Fishing and Recreational Harbours Act and Regulations, maritime, contract, tort and common law is required to carry out enforcement duties, investigate claims against the Crown and to provide specific advice to Harbour Authorities, the general public and management on land control and enforcement issues.

Knowledge of the principles and practices associated with real property management as it relates to custodial Federal property, including legal, administrative, and management techniques, procedures, and responsibilities is required to effectively operate harbours and to provide specific advice to Harbour Authorities.

Knowledge of real property acquisition and disposal methods including legal and property terminology; methods and procedures and the ability to read and interpret survey plans, deeds and descriptions in order to address client and legal requirements for management of harbours and implementation of construction projects.

GENERAL Knowledge of environmental assessment responsibilities and techniques, development and

use of safety plans and environmental management plans, harbour standards, regulatory requirements, quality inspection techniques and construction methodologies, including the ability to read and interpret construction drawings and specifications in order to analyze complex situations and provide specific advice to Harbour Authorities, management, contractors, consultants and regulatory agencies. Knowledge of project management, planning, implementation, critical time line analysis, negotiation approaches, and report writing to manage a construction program is also essential to the successful operation of a system of harbour authorities.

Knowledge of principles, practices, authorities, and accountabilities of financial management including processes for budgeting, forecasting, cost benefit analyses, business planning, cost recovery, managing money flow, and conducting expenditures to provide advice to Harbour Authorities and to exercise financial control over allocated budget.

GENERAL Knowledge of financial audit procedures, standards and reports to provide input into and assist in reviewing audit activities.

Requires knowledge of computer software, the internet and data entry programs, including Microsoft Word, Powerpoint, Excel, Explorer electronic mail, National Oracle databases including ABACUS, FRMS, HRTS and SIP in order to gather information, prepare correspondence, produce reports and input data.

(8) Contextual Knowledge

WORK UNIT

Extensive Knowledge of the mandate and priorities of Small Craft Harbours' related to the reduction of operating expenditures through partnerships or devolution exercises and new business arrangements with clients through the Harbour Authority initiative. Knowledge of respective roles of national and regional staff on all management and operational issues is important in developing effective working relationships, selecting the best course of action, and providing a unified approach to issues.

Knowledge of investigative techniques to ensure enforcement and evidence gathering procedures are conducted correctly and legally. Knowledge of the media, their interests and unit protocols to ensure accurate information on the activities of the unit are presented accurately and professionally.

Knowledge of collective agreements, travel directives, standards, procedures, guidelines and unit culture to provide leadership to staff. Knowledge of inventory control and accountability standards to ensure asset utilization is managed and used for its intended purpose.

DEPARTMENT

Knowledge of the culture, values, organization, mandate, policies, programs and objectives of the department, in support of the departmental vision and oceans strategy initiative in order to provide informed advice and recommendations to Harbour Authorities. Knowledge of departmental policies and contacts and points of reference is required in order to understand a best course of action and how it will impact on the Small Craft Harbours' mandate and program initiatives. Knowledge of the interaction between branches such as finance, communications, personnel, informatics, contracting, habitat management, and their advisors and directors to ensure contact is made with the person(s)

responsible for any particular component of an initiative to ensure information is received in a timely manner.

OTHER DEPARTMENTS

Department of Public Works and Government Services Canada (PWGSC) to understand their role in the disposal of federal government real property to ensure compliance with Treasury Board guidelines; Department of Environment (DOE) to understand the various environmental acts and regulations and to understand and support the role and responsibility of SCH in adhering to environmental legislation, particularly related to land management; Transport Canada , Harbours and Ports directorate, to understand the linkages between its mandate to manage and operate federal commercial ports and the SCH mandate to establish a cooperative working relationship particularly as relates to the operations of harbours with shared jurisdiction. Indian and Northern Affairs Canada (INAC) to understand its mandate and role relevant to associated land claims and real property issues in respect to aboriginal communities. This knowledge is particularly significant to the SCH program in respect to the management and disposal of federal real property at harbours that may be the subject of land claims or related treaties with aboriginal groups; Human Resources Development Canada programs to access financial and human resources to assist in furthering the aims of Harbour Authorities through the development of partnership arrangements. This knowledge is essential in providing the best advice, recommendations and direction to all harbour users in areas where each of these agencies are involved and decisions have to be made on a best course of action on many management issues.

CANADIAN PRIVATE AND OTHER PUBLIC SECTORS

Knowledge of the roles, responsibilities, and programs of Provincial Departments and Municipal units and officials to provide assistance and consultation on the Harbour Authority and divestiture initiatives. Knowledge of the political, cultural, and socio-economic status of the communities in the assigned portfolio to facilitate in the planning for the implementation of the Harbour Authority or divestiture initiatives, and for ongoing service delivery. Knowledge of local politicians, special interest groups and the identity of community leaders to seek and provide consultation on policy issues. Knowledge of the trends and developments in the fishing industry that will impact of the Small Craft Harbours' initiatives, and in order to forecast changes in the management options and levels of service required for commercial fishing harbours.

LEGISLATION / REGULATIONS

Knowledge of the content and underlying principles and intent of the following Acts and Regulations, as they apply to management and operation of real property and facilities, and to be able to minimize risks and to formulate a due diligence legal defense in the event of prosecution for violations of specific statutes and against civil suits:

Fishing & Recreational Harbours Act And Regulations and the Federal Property Traffic Act to manage, to ensure health and safety of harbour users, provide advice to lessees and Harbour managers and users, to implement construction and repair projects, and to acquire and divest property.

Canada Business Corporations Act (Part 2) to ensure compliance under the Act by the Harbour Authorities to maintain their legal incorporation entity and ensure that the necessary reports and

documentation is received from the Harbour Authorities.

Provincial and territorial acts, regulations, policies and procedures governing environmental protection and habitat management to ensure compliance of harbour transfer and management activities.

Financial Administration Act to ensure compliance of lease agreements, real estate transactions, construction and surveying projects, procurement, invoicing and expenditure procedures.

Federal Real Property Act and Regulations to conduct, monitor and evaluate land acquisition, leasing and disposal.

Federal and provincial legislation, property law, contract law and leasing procedures to ensure that transactions are appropriately managed in their respective jurisdictions.

Federal and provincial legislation and agreements governing transfer of lands, resources and programs to First Nations to ensure that SCH agreements are in compliance.

Federal laws governing environmental protection, enforcement and the safe and responsible operation of harbours (e.g., Navigable Waters Protection Act, Canada Shipping Act, Canadian Environmental Assessment Act, Environmental Protection Act, Harbours and Ports Act, Public Works Act) to manage operations, and to ensure that the Crown's interests are defended in construction and real estate transactions.

(9) Communication

COMMUNICATION OUT:

Presentation and public speaking skills are required when articulating policy information, reports, and recommendations to fishing industry stakeholders and public clients. This often requires interpreting policy in order to present arguments and dissuade individual biases as well as explaining and altering specialized legal and technical terminology so that it can be fully comprehended by various audiences.

Verbal and presentation skills are required to negotiate leasehold interests with incorporated groups and commercial operators. This requires skill in interpreting Treasury Board guidelines and explaining specialized legal terminology in order that information can be fully comprehended by the lessee. This requires skill to negotiate and persuade the lessee with respect to specific clauses in the lease, lease boundaries, and lease rates.

Writing skills are required to prepare correspondence to clients and to prepare various reports, draft background and site specific information necessary for ministerial correspondence and fact sheets. This requires skill in interpreting information and explaining complicated and sensitive issues.

Verbal skills are required to present the assigned functions in wide ranging consultations with client groups, regional officials, and other government departments to explain policies, priorities and activities, negotiate issues, obtain input and gain agreement and cooperation to handle sensitive situations. Depending on the client groups, the message must be altered and simplified in order to be understood and effective.

COMMUNICATION IN:

Active Listening skills to interpret body language, tone of language and other non-verbal communications, recognizing the different meanings these have for persons of different cultural origins and on the basis of the circumstances in which the information was provided, to understand the intent and the complexities of the message being transmitted by people with whom the individual must interact within the Department., clients, fishing industry representatives, service providers, other governmental organizations, and non-governmental organizations in developing networks and partnerships to provide quality client services. Due to the complexity of the message and terminology, the emotional and confrontational circumstances and environment in which interactions evolve and the variety of audiences, an understanding of the implicit component of the message is as important to the meaning of the message as the explicit component. Observation skills to read between the lines when conducting public information sessions and to adjust delivery to the respective mood of the audience.

Reading and interpretive skills to gather and synthesize key information from legislation, departmental policies and directives, contracts, surveys, leases, complex and ambiguous common law, legal documentation and then presenting information in a format and terminology that can be easily understood and utilized by the staff, general public, Harbour Authorities, organizations, clients, and community representatives, to promote comprehension and awareness and to ensure that the requirements for the development, management and enforcement of the SCH program is understood.e. Reading skills to digest information and demands from groups or individuals and review proposed responses to ensure that they contain accurate information.

Listening and interpretation skills are required when receiving information and feedback from industry representatives, the Area Chief, colleagues and contractors in order to retain salient points, synthesize information on complex issues, and gauge underlying intentions.

(10) Motor and Sensory Skills

In the course of travel and enforcement duties, there is a requirement for dexterity and coordination to embark and disembark vessels, and land vehicles while carrying equipment, and to inspect harbour infrastructure.

Manual dexterity and coordination skills are required for the daily operation of a computer keyboard in the preparation of correspondence, reports and inputting data. Dexterity is required to operate other office equipment such as photo copiers, fax machines and cellular telephones.

Effort

(11) Intellectual Effort

UTILIZING strategies, practices and approaches to govern the negotiation and consultative processes of a fishing industry stakeholders and the public involved in the implementation of the Harbour Authority policy. The work is performed under departmental time line pressures to achieve imposed goals, involves dependence on other government departments and agencies, client pressures for information, conflicting stakeholders interests and changing policy interpretations.

Analyzing the associated business and operational plans of the established Harbour Authorities to evaluate their effectiveness from a management, operational, business, and legal perspective and directing corrective measures through consultation or direct intervention. This work is performed under time line pressures imposed by the department, individual biases against the department, and client reluctance to change to comply with directives.

Negotiating the resolution of differing interpretations as they arise in the administration of harbour authorities, including enforcement procedures, data collection, and collection of revenues from fees and services. The work is performed without the benefit of established practices and precedents and without the availability of human resources required to meet imposed goals and deadlines.

Intellectual effort must be applied in the management of a construction program to analyze requirements for program expenditures, prioritize project requests for funding, and for the preparation of project proposals. The work is performed under time line pressures imposed by the department and clients, weather and climatic conditions, and the dependence on other government departments and agencies. There is a constant requirement to analyze an on-going number of project requests, seek or create solutions from a large number of options, and to make unbiased funding decisions with limited program funding.

Managing a minor construction program under tight work schedules, funding pressures and ever increasing service demands can be quite complicated when consideration must be given to construction standards, available working season for marine projects, developing environmental requirements, as well as concerns and priorities of other federal and provincial regulatory agencies. In addition, fishing seasons, quotas, vessel and gear types must be fully understood to meet client needs. The analysis of this information is complex and time consuming and the incumbent is required to develop construction options taking all these concerns into account. This is further complicated by a natural resistance to accept anything new or of a different standard than clients have been used to in the past.

UTILIZING strategies and options unique to each situation in order to conduct sensitive negotiations with client groups regarding the short and long term development, management and divestiture of real property. The work is performed under departmental time line pressures to achieve imposed goals, dependence on other government departments and agencies, client pressures for information and legal interpretations, conflicting stakeholders interests, and negative public opinion against overall government fiscal restraint and downloading policies.

(12) Sustained Attention

The work requires long periods of sustained attention when operating a motor vehicle in order to concentrate on the road while driving. There are frequent interruptions with calls from cellular telephones which increase the risk of accidents. This work takes up to twenty percent of the

incumbent's time on an ongoing basis, due to the geographic size of the area of responsibility.

The requirement to maintain attention while attending public and internal business meetings as a leader and participant requires sustained attention to comprehend and interpret information and to contribute effectively to a variety of complex initiatives and concerns. These activities consume twenty five percent of the available time.

The requirement to read, comprehend and respond to a variety of correspondence demanding different levels of interpretation and levels of response, consume twenty five percent of the available time.

(13) Psychological/Emotional Effort

Psychological/emotional effort is needed to remain impartial and composed when dealing with conflicts and disagreements in discussions with Harbour Authorities, community representatives, user groups and contractors to obtain and exchange information regarding operational issues or enforcement and safety incidents. Due to the sensitivity of the commercial fishing industry, sometimes emotions can run high and there is little or no control over the number of clients, duration and frequency of incidents or how individuals choose to express their emotions. Enforcement activities can be very sensitive and may result in a very emotional or hostile reaction and interaction from those involved. Where clients believe that their livelihood is being threatened, there are strong emotional reactions and persons tend to act first and think of the consequences later. Every incident must be assessed independently and the incumbent has no way of predetermining public or individual reaction to enforcement interventions. Diplomacy is required often to deflect criticism directed at other programs and to avoid disclosing confidential information.

Psychological/emotional effort is required to deal factually and promptly with sensitive, highly political and controversial issues relating to the development, management and enforcement of the Small Craft Harbours program and to respond to questions presented by representatives of industry related organizations or their legal representatives who have concerns with decisions rendered and other issues, and to explain and defend political and departmental direction, policies and regulations. In many instances, the information that the incumbent is dealing with is very politically sensitive. The interaction with Harbour Authorities, fishing industry representatives, project committees, partners and stakeholders, task groups or individuals creates considerable psychological and emotional pressure due to strong and varied points of view and opposing positions. Individuals making requests in person or by telephone, or in reaction to information provided that is in opposition to their position, can become hostile, abusive, threatening, or very emotional; under these circumstances, it is necessary to keep a professional composure, be empathetic but not become emotional, and bring the issue and conversation to a fruitful resolution. Considerable judgement is required to assess and analyze situations and quickly respond with appropriate solutions to address issues, which causes psychological pressure.

(14) Physical Effort

On a daily basis, the work involves long periods of sitting to read a variety of hard copy and electronic information, to operate a personal computer and to analyze problems and offer suggested solutions.

On a frequent basis, the work involves visiting harbour locations where construction activity is occurring, climbing on and off vessels, wharves and harbour facilities to carry out facility inspections. This requires the provision of protective and safety equipment including safety boots, life jackets, gloves and hard hats.

There is a weekly requirement to attend meetings and stand for long periods of time in directing discussions or to sit for extended periods recording information.

There is a frequent requirement to visit remote harbour locations and communities to attend meetings. This involves prolonged periods of driving alone and sitting in one position, as well as a requirement to travel on helicopters, small planes and vessels.

The work requires stamina and concentration to work extended and irregular hours to meet operational demands and accommodate client needs.

Working Conditions

(15) Work Environment

Psychological Work Environment:

The work is performed in both an office and external environment. There is a continuous requirement to deal with imposed deadlines from the completion of reviews, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, and politically sensitive issues associated with programs and policies.

The work involves attending on site meetings at many varied locations with community groups, Harbour Authorities, and the general public several times a week, many of which are of a sensitive nature and pose a requirement to deal with angry, distressed, and confrontational people in enforcement situations.

Physical Work Environment:

The work involves continuous exposure to noise and frequent interruptions from staff, callers, and visitors, as well as exposure to glare from computer monitors during long periods of keyboarding. The work also involves continuous exposure to harbour and construction sites. The on site work involves continuous exposure to inclement weather, extremes of heat and cold, dust, fumes and noise. Occasionally there is a requirement to climb ladders, board vessels and walk over rough terrain in all weather conditions. There is a requirement to wear safety and protective clothing when visiting construction sites and inspecting harbour facilities.

There is a frequent requirement to work unpredictable and uncontrollable hours to deal with time lines imposed by third party meetings and/or locations. The work involves attending occasional meetings in

sometimes remote harbour locations. Many incidents result from extreme weather conditions and must be inspected and resolved during the event.

The work requires extended periods of driving alone, and in all weather conditions, both day and night.

(16) Risk to Health

Repeated travel on a weekly basis involves driving a vehicle for extended periods of time, often to remote locations during inclement weather and on sub-standard road conditions, causes muscular pain in the back and shoulders, eye strain and fatigue and increases the risk of highway accidents.

Daily exposure to continuous meetings and phone calls, imposed deadlines, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, politically sensitive issues, and uncontrollable hours cause high stress levels that can lead to severe psychological and physical problems.

Visiting remote harbour locations alone and carrying out inspections of unsafe and derelict harbour infrastructure poses a risk to personal safety.

The office work environment is characterized by occasional visits from angry, distressed and confrontational individuals or groups of people that sometimes take over the office for extended periods of time. The unpredictability of this type of working environment leads to stress and anxiety, as such disruptions affect imposed deadlines and client service and increases the possibility of physical confrontations.

There is occasional exposure when confronting individuals or groups of people to carry out enforcement roles. This type of work leads to stress and anxiety, as often such individuals are agitated, threatening and confrontational, and poses the risk of physical harm.

The frequent use of finger and wrist muscles to enter data on a computer keyboard and produce correspondence, reports, environmental screening, contribution documents, can cause muscular pain.

POSITION NO.: XXX-XXXXX
DIRECTORATE/BRANCH: Small Craft Harbours, _____
REGION AND LOCATION: Maritimes Region/_____
POSITION TITLE & LEVEL: SCH Business Manager (PM-3 prop.)
SUPERVISOR: Chief, Small Craft Harbours

CLIENT-SERVICE RESULTS

Implementing the DFO initiative to establish Harbour Authorities (HAs) for the assigned commercial fishing harbours, and providing the full range of SCH service/program delivery for approximately 50 commercial and recreational harbours in the assigned SCH district, either through DFO resources or through HAs.

KEY ACTIVITIES

Implementing DFO's HAs policy initiative for all commercial fishing harbours, including promotional and consultative activities, negotiations with interest groups/communities, and assisting these entities to establish Boards of Directors and develop initial business, revenue, financial and resource plans for approval in the Region prior to their legal incorporation and the issuance of a lease.

Coordinating extensive training for HAs to ensure their Board of Directors and members are fully aware of their mandate, their management and operational responsibilities and accountabilities, and are properly equipped to effectively and efficiently operate a successful HA.

Assisting with established HAs on, or coordinating with Regional SCH HQs, specific issues that are beyond their current realm of expertise and/or experience, including major legal and enforcement matters, cost-benefit and engineering analyses, consulting projects, major refinancing matters, etc., or in turning-around cash shortages or other management/operational problems.

Monitoring all HAs and especially those encountering legal, administrative, property management, specific service delivery or financial, etc., difficulties to determine needed interventions and strategies, collaboratively with the regional SCH HQs, the HAs and other involved parties, or directing unilateral action to protect the DFO assets and funds being administered under lease by the HA.

Providing the delivery of day-to day operations, or overseeing their provision through HAs and Harbour Managers, for the assigned portfolio, which covers an extensive range of legal, business analysis, financial and operational/management activities (e.g., planning, maintenance and supervision of facilities and land, environmental and public health and safety, marine practices, vessel maintenance, project management, garbage disposal, waste oil and container maintenance, power requirements, frequent contacts with police, fire and health authorities, signage, inspection practices, etc.).

Coordinating the commercial and recreational harbours' development and maintenance plans for the assigned portfolio through extensive consultations with HAs and other involved parties (e.g., commercial fishermen, recreational boaters, vessel owners/captains, fish buyers, fish processing plant owners, industry, community-groups, municipal politicians, prov. representatives, etc.) to ensure their input to these processes and to advocate DFO's priorities and current policy positions.



Providing input to the SCH Chief on the acquisition and divestiture of SCH properties. Participate in the ongoing process on monitoring and coordination of these two activities.

Providing ongoing direction to Harbour Managers and consulting/advisory services to HAs concerning their roles for the management and operations of the harbours in the assigned portfolio.

Interfacing and consulting with other DFO organizations concerning activities that involve, or will be affected by, their mandates and operations, and with the portfolio's external clients, stakeholders and partners to negotiate agreements on policy, program approaches, define roles and responsibilities, provide advisory services and to advocate the positions and priorities of SCH, the Region and DFO.

Examining HAs proposed budgets and business plans to ensure their adequacy and the justification for funding requests, due to the financial limitations of HAs, identifying alternative resource/revenue sources for action by the HA, and recommending to the Regional SCH HQs the proposed approach for funding to HAs in light of the portfolio's overall management, maintenance and development plans.

Providing input to the Region's database on all facilities, assets, leases, equipment, etc., ensuring new acquisitions across the network of commercial and recreational harbours is updated, and monitoring the data to ensure adequate maintenance and protection for SCH/DFO assets.

SUBSTANTIATING DATA

FACTOR 1: SERVICE DELIVERY

Element 1: Interaction

The work involves effort in:

- developing, through consultation with the Region's SCH HQs, the HAs and other internal and external clients, stakeholders and partners, the overall strategic, operational and harbours' development and maintenance plans for the assigned harbours;
- conducting sensitive negotiations with HAs, or with communities interested in establishing a HA or in acquiring a Recreational or Commercial Harbour identified under the Region's divestiture program, often involving multi-partite negotiations/consultations with provincial or private sector organizations;
- resolving development or maintenance issues with involved communities, or clients of the specific SCH, and convincing them of alternative means to address the issue, or explaining the DFO position concerning the reason their proposal can not be partially, or fully, supported;
- interfacing with suppliers and contractors concerning acquisitions, the repair or maintenance of SCH properties, equipment, facilities and assets and approving payment or revising their service charges;
- coordinating the day-to-day operations of the system of SCHs in the assigned district through providing guidance and direction to Harbour Managers and to HAs;
- intervening in HAs where there appears to be problems related to cash-flow, operational deficiencies, client complaints over service, excessive maintenance costs, etc., to pinpoint the cause of these situations with the HAs and to direct corrective action;
- undertaking legal and enforcement actions in more H.A. harbours and provide assistance when HAs can not implement due to their complexity or the nature of the issue, or which may be against the HAs for breach of contract;

-providing training to HAs and performing representational activities with a wide range of external clients, stakeholders and partners (e.g., prov., municipal and community representatives, private sector entities, fishermen, vessel owners, fish buyers, etc) often requiring advocacy and persuasion to gain agreement to the DFO position or priority.

Element 2: Influence

The work has an impact on:

- the effectiveness of consultations and negotiations with external clients, stakeholders and partners and the success of the Region in implementing government and DFO priorities (e.g., HAs and divestiture);
- the management and operation of the 50 commercial and recreational harbours in the assigned portfolio either through HAs or Harbour Managers and their levels of service to the harbours' clients;
- the selection, prioritization and funding provided to requests for harbour development and maintenance, the acquisition of land and waterlots;
- the business operations of the HAs and their successful launch and ongoing viability through providing counselling and advisory services, monitoring and evaluating their performance and assisting them to correct deficiencies or directing such action;
- the revocation of leases of HAs that are not performing to the established levels of service and profitability and the outcome of other legal actions taken against individuals or companies that do not follow SCH regulations and DFO legislation or cause damage to SCH assets;
- the granting of leases and licences on all properties administered by DFO and the effectiveness of the ensuing operations;
- the overall District and Region's SCH planning through input to various planning processes (e.g., resource, development, maintenance, etc.) involving the assigned portfolio;
- the revenues collected by the HAs and also the department through cost-recovery and other revenue generation schemes;
- the success of training to assist HAs commence their operations well and attain long-term viability;
- the full range of operational and harbour management activities provided on a daily basis to the clients of the harbours in the assigned portfolio;
- the success of transforming the SCH program from a high resource-intensive and hands-on program to one where the DFO resources act more in the role of corporate facilitators, monitors and auditors;
- pilot projects and joint ventures undertaken with communities, provincial agencies, etc., that are designed to improve the economic performance of the communities and advance DFO priorities for HAs and divestiture of recreational and surplus harbours.
- the identification, consultation and negotiation with suppliers and contractors and the cost-effective administration of their work and services;
- the effective utilization of the \$ in program expenditures for the assigned recreational and commercial harbours.

Element 3: Thinking Challenge

The work requires an effort in:

- developing strategies for the assigned portfolio to successfully implement the two SCH major initiatives. One of the formation of HAs and second the divestiture of Recreational and surplus

Commercial Harbours, as well as to govern the delivery of ongoing services to the clients of the portfolio's Approx. 50 harbours;

- representing, in a proactive and positive way, the rationale for the two priorities and for the evolution in the SCH service delivery mode from a hands-on provider to a more corporate advisory, monitoring and auditing role, so as to gain understanding and acceptance by portfolio clients, stakeholders and partners;
- developing the strategies for, and conducting, significant and sensitive negotiations with clients, stakeholders and partners regarding issues such as establishing HAs, the sale or transfer of recreational and surplus commercial harbours, development and maintenance plans or ad-hoc requirements, funding, the acquisition of land and waterlots to support the operations of the portfolio's system of SCH, etc.;
- participating in the development of, or revisions to, the District's consolidated plans and policy and procedural frameworks and in the development of its input to National frameworks and instruments;
- assisting HAs with their initial set-up and incorporation and with establishing long-term viability and economic spin-offs for the involved communities;
- conducting detailed analyses in several fields (e.g., business planning, environmental, financial management, harbour operations, engineering support, repair and maintenance, socio-economic status, legal/enforcement actions, realty, etc.) and developing recommendations and actions that best serve DFO's interests and the SCH mandate while providing appropriate service to clients and the proper interface with partners;
- identifying the training needs of HA and Harbour Managers, coordinating or delivering the required training, and monitoring performance to identify areas where retraining would enhance performance and attainment of DFO goals;
- developing and recommending approaches and consultative processes to resolve contentious issues, guiding the process, and preparing the strategy to present these proposals for approval;
- negotiating partnership arrangements, support agreements or contracts with OGDs, provincial agencies, private sector contractors/consultants, etc., for such matters as obtaining required services, determining costs and shared funding and work sharing agreements, etc.;
- analyzing current program delivery characteristics to develop an awareness of future service requirements and possible problem areas that may escalate to the political level;
- developing strategies when serving as an expert witness, or preparing external partners or other Regional staff to perform this role when required due to enforcement activity.

Element 4: Physical Demands

The work requires: extensive sitting (e.g. at the desk/computer, meetings) prolonged standing when providing training; extended eye focus when preparing documents and when keyboarding, and travel and exposure to field conditions.

FACTOR 2: CARE AND RESPONSIBILITY

Element 1: Responsibility for the Work of Others

The work involves: ensuring HAs and Harbour Managers are trained in the SCH priorities and the required legislation, regulations and business activities that they will perform; monitoring their actions; identifying training and retraining needs; coaching and guiding their business activities; recommending revisions to operational performance and approaches; and evaluating the work performed and the satisfaction of affected clients and partners. This equates on an average to up to 25 FTEs a year.

Element 2: Responsibility for the Care of Individuals - No specific requirements.

Element 3: Responsibility for Financial Resources

The work involves: identifying, tendering, awarding and administering all in-house controlled goods and service, maintenance and operational contracts (i.e., up to \$100.0K per work order or call-up); prioritizing and controlling the annual land and waterlot acquisition process for the portfolio, and negotiating the annual remuneration for each Harbour Manager based on an evaluation of their performance and client satisfaction.

Element 4: Responsibility for Technical Resources

The work involves: proper use and maintenance of a computer and associated software and of specialized and general training aids and equipment. Total value \$15K.

FACTOR 3: WORKING CONDITIONS

Element 1: Environment

The work is performed in an office and on-site around the Region, where Harbour Managers, HAs and SCH clients/partners are located, and involves: frequent interruptions; frequent exposure to glare/eye strain from prolonged use of the computer; concentration when developing plans, courses, submissions, etc.; a lack of control over the pace of work; multiple, changing priorities; the conduct of sensitive meetings with external clients and partners, and frequent exposure to inclement field conditions and travel.

Element 2: Risk to Health

The work poses a risk to health from: pressure caused by the need to meet changing, tight time frames and high quality standards; balancing the divergent views within the Region and of external clients; the conduct of confrontational meetings with external clients, stakeholders and partners; eye strain, due to extended periods of eye focus when reviewing documentation and using the computer; and exposure to training and field conditions that some cases requires protective clothing; also requirement to drive extensively on highways and side roads in all weather and different road conditions..

FACTOR 4: SKILL AND KNOWLEDGE

Element 1: Context

The work requires knowledge of:

- the priorities of DFO and the Region related to HAs and Divestiture and to other operational issues;
- the mandate and organization of the Region's SCH program and its linkages with other corporate and regional organizations within DFO, with the provincial and municipal governments, community associations, and other clients, stakeholders and partners;
- DFO and government policies and procedures for the creation and oversight of independent business entities involving several areas such as business planning and analysis, legal frameworks governing the activities of these entities operating under lease arrangements with the Crown, custodial activities, legal enforcement, realty, business accounting, finance, personnel, materiel management, etc.;

- the socio-economic status of the communities in the assigned portfolio to facilitate the planning for the implementation of the HA and Divestiture initiatives and for ongoing SCH service delivery;
- trends and developments in the fishing industry that will impact on the HA initiative and in order to forecast changes in the types or levels of service required for the commercial fishing harbours;
- revenue generation and collection and financial/business practices to provide advice on these critical aspects of business operations to HAs and to ensure the probity of their financial/business actions;
- the linkages with contractors and suppliers in the assigned portfolio's area to access expertise and to arrange needed project support activity (e.g., repair, minor construction, socio-economic analyses, etc.);
- the total range of functions and operations related to the management of a SCH, including the associated realty, assets, equipment, engineering and operating conditions.

Element 2: Acts and Regulations

The work requires knowledge of: the Fisheries Act; the Fishing and Recreational Harbours Act and Regulations which control the use and operation of federal harbour facilities and provide authority for enforcement actions, and licences; the Canada Business Corporations Act concerning the creation and incorporation of HAs; a variety of federal and provincial/municipal legislation and regulations as they pertain to realty and associated matters (e.g., Real Property Act and Regulations, Environmental Assessment Act, Crown Assets Disposal Act, the National Building and Fire Codes of Canada, Municipal Grants Act, building codes, tort and contract law, etc.); the FAA, PSEA and PSSRA as they pertain to the management of staff and the HAs program resources or to the HAs initiative (e.g. planning, financial management, accounting), and TB Regulations in several fields such as procurement, materiel management, inventory systems, disposal of property, etc.).

Element 3: Theories and Principles

The work requires knowledge of the theories and principles of: basic marine construction; business analysis and management in order to facilitate the creation of the HAs; training to provide HAs and Harbour Managers with the essential knowledge and skill base required to successfully perform their activities; negotiation to conduct such processes often for major commercial harbours of considerable economic worth; consultation and promotion to solicit interest and lead to the arrangement of HA leases; human resources management for Harbour Managers and to assist the HAs with such actions; general administration and financial management to control the SCH investment in the portfolio of SCHs, and of management to provide ongoing and functional direction.

Element 4: Methods, Techniques and Practices

The work requires knowledge of:

- strategic, operational and business/financial planning;
- consultative techniques in order to establish networks with communities and other involved public and private sector parties involved in the HA and Divestiture initiatives, and ongoing SCH actions, and to advocate the DFO position and priorities;
- negotiation methods and techniques to conduct negotiations with the HAs, provincial governments and OGDs and community associations and delegations;
- policy and program development to participate in the formulation of the District's and Region's frameworks and the implementation strategies and activities for the HA program;

- training techniques and practices including, needs identification; implementation, evaluation and validation; monitoring of performance by HAs and Harbour Managers; identification of retraining needs;
- enforcement operating methods and techniques related to the operation and management of SCHs;
- advisory techniques to provide strategic options, briefing notes and reports to SCH Chiefs, OGDs, industry, and other external clients and partners;
- monitoring and evaluation techniques to determine the appropriateness, business viability and cost-effectiveness of the orientations and activities of HAs and to allow timely interventions to be made to correct deficiencies in the assigned portfolio;
- representation techniques to deal with community groups, industry, provincial agencies, and other involved parties often involving public education and communication activities;
- construction and maintenance techniques related to the operation of SCHs;
- practices involved in the preparation of Ministerial Correspondence, senior management briefings and the preparation of internal funding, policy and procedural submissions concerning the approval of a variety of plans, resource allocations and policy/program proposals;
- the use of a computer and associated software packages (e.g. WP5.2) and of a LAN.

Element 5: Communications

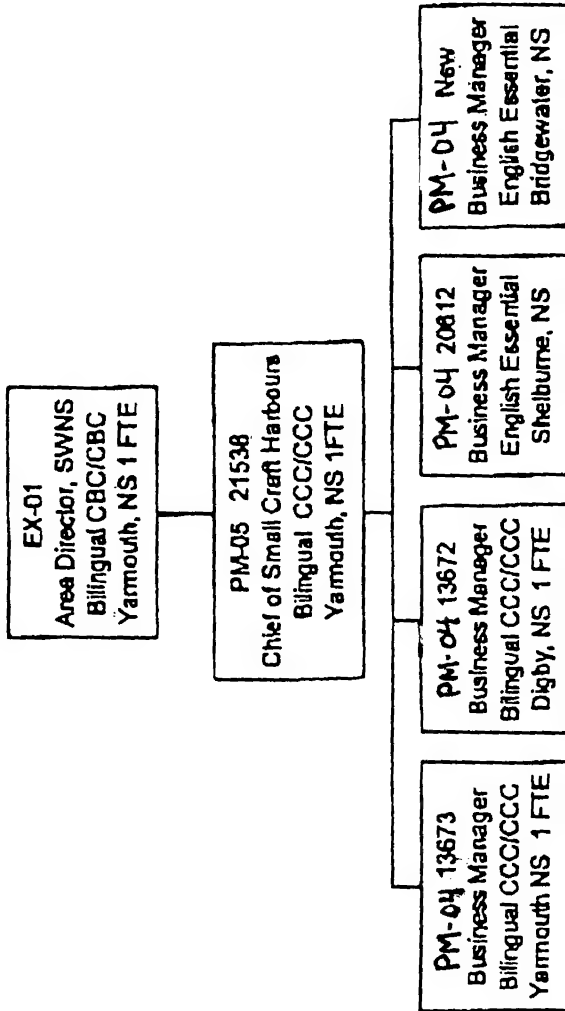
The work requires:

- writing skills in: preparing directives and guidelines for use by Harbour Managers and the HAs; developing or evaluating training courses and modules; preparing presentations for HAs and external and DFO clients; participating in the development of the District's and Region's policies and procedures; preparing planning and resourcing submissions for internal and external approval; and preparing correspondence/documentation for internal and external audiences and for action by senior management of the Region and HQs.
- verbal skills: in representing the assigned functions in wide ranging consultations (e.g. representatives of external partner/client organizations, HAs, officials of the Region, HQs, OGDs, provincial and municipal governments, private sector stakeholders, and partners) to explain priorities and activities, negotiate issues, obtain input, gain agreement and cooperation, and to handle sensitive situations such as the revocation of a HA's lease.

Element 6: Physical Dexterity

The work requires the frequent: operation of a computer keyboard and office equipment; use and set up of training equipment; driving of a vehicle; and inspection of harbour properties often under inclement conditions which can require agility.

Chart 2M800
Small Craft Harbours - SWNS



Signature: _____

Date: _____

Boudreau, Mireille

From: Boudreau, Mireille
Sent: Monday, December 17, 2001 2:02 PM
To: Hartinger, Lisa

Yarmouth OK

Importance: High
Sensitivity: Confidential

#1. Please pull the following 2 positions files, and set them aside with this email, as we will very soon be processing:

- changes in reporting relationships
- positions reclassifications PM-03 to PM-04:

<u>Vacant (ongoing competition):</u>	<u>Region:</u>	<u>New reporting Relationship to:</u>
27261	Maritimes	ENG-04 27831 Mike Britten (AD's Office org, Sydney, NS)
27262	Maritimes	ENG-04 27840 Vacant (AD's Office org, Yarmouth, NS)

The changes in reporting relationships and the position reclassifications are effective retroactive to the date that these Business Managers positions were created.
"AD" stands for "Area Director".

#2. Please pull the following 11 position files, and set them aside with this, as we will very soon be processing:

- changes in reporting relationships
- positions PM-03 to PM-04 reclassifications
- incumbent PM-03 to PM-04 reclassifications

<u>Incumbered posn:</u>	<u>Region:</u>	<u>Incumbent:</u>	<u>New reporting Relationship to:</u>
7895 13667	Gulf	A. Noel	ENG-04 27838 Vacant (AD's Office org, Tracadie, NB) -
13665	Gulf	J. Kelly	Stays PM-05 7388 Morrissey (AD's Office)
13666 org, Ch'town, PEI)	Gulf	D. Thibodeau	Stays PM-05 7388 Morrissey (AD's Office)
13668	Gulf	R. Duplessis	ENG-04 27838 Vacant (AD's Office org, Tracadie, NB) -
13669	Gulf	J. Garnett	ENG-04 27832 Vacant (AD's Office org, St. Andrews, NB) -
13670	Gulf	T. Chiasson	ENG-04 27839 Vacant (AD's Office org, Antigonish, NS) -
13671 org, Antigonish, NS)	Gulf	P. MacDonald	ENG-04 27839 Vacant (AD's Office)
13672	Maritimes	W. Hall	ENG-04 27840 Vacant (AD's Office org, Yarmouth, NS) -
13673*	Maritimes	A. Sweeney	ENG-04 27840 Vacant (AD's Office org, Yarmouth, NS) -
13674*	Maritimes	W. Newman	ENG-04 27831 Mike Britten (AD's Office org, Sydney, NS) -
20612	Maritimes	W. Malloy	ENG-04 27840 Vacant (AD's Office org, Yarmouth, NS) -

(*I have 13673 and 13674 with me already.)

#2 is effective April 1, 2001.

SPECIAL NOTE:

- i) We do classification actions for positions in the Gulf. You will be co-ordinating with our counterparts in the Gulf (Moncton, NB) - Patricia Gaudet is the HR Advisor 506-851-6960 (I can't recall her assistant's name). If the position files for the Gulf positions are not in our file room, they are likely with Pat in Moncton. We can still do the work from here and just send Pat the paperwork to file. We should co-ordinate with Pat of course.
- ii) When we do this work (#1 & #2), I would like all the paperwork to be on each & every of the relevant position files ok. I'm putting the paperwork together, and we can get together

Jenkins, Anne

From: Boudreau, Mireille
Sent: Friday, December 21, 2001 1:07 PM
To: Hanlon, John; MacDonald, Donald; vanHelvoort, Gus; Britten, Mike; Surette, Tim; Hubbard, Gary; Rose, Carol Ann (FHM); Milner, Benson; Boucher, Rheal; Gaudet, Charles E (SCH); Gaudet, Sandra; Morrissey, Jim
Cc: Gaudet, Patricia
Subject: Bus Mngrs, SCH - position & incumbent reclasses
Importance: High
Sensitivity: Confidential

RECEIVED

JAN 10 2002

HUMAN RESOURCE OPERATIONS



BusMngrsReclasses-N
arrAssess.d...

Antigonish:

John and Donald.

Thank you for your paperwork for the position reclassifications and incumbent reclassification of your Business Managers, Paul MacDonald and Ted Chiasson. You're all set.

Sydney:

Gus and Mike.

Thank you for your paperwork for the position reclassification of your Business Managers positions. Please prepare the attached narrative assessment template for Bill Newman. This is for the incumbent reclassification portion. I'll await same. Please contact me if you need assistance. Thank you.

Yarmouth:

Tim and Gary.

I am awaiting your paperwork for the position reclassification of your Business Managers positions. In addition, please use the attached narrative assessment template for Bill Malloy, Bill Hall, and A. Sweeney. This is for the incumbent reclassifications portion. I'll await this too. Please contact me if you need assistance. Thank you.

St. Andrews:

Carol Anne and Benson.

I am awaiting your paperwork for the position reclassification of your Business Manager position. In addition, please use the attached narrative assessment template for Joey Garnett. This is for the incumbent reclassification portion. I'll await this too. Please contact me if you need assistance. Thank you.

Tracadie-Shiela:

Rheal and Charlie.

I am awaiting your paperwork for the position reclassification of your Business Manager positions. In addition, please use the attached narrative assessment template for Ron Duplessis and Alain Noel. This is for the incumbent reclassifications portion. I'll await this too. Please contact me if you need assistance. Thank you.

Charlottetown:

Sandra and Jim.

I am awaiting your paperwork for the position reclassification of your Business Manager positions. In addition, please use the attached narrative assessment template for J. Kelly and Denis Thibodeau. This is for the incumbent reclassifications portion. I'll await this too. Please contact me if you need assistance. Thank you.

For Gulf Region, please note that I have Cc'd Patricia Gaudet, your HR Advisor. We are looking after these classification actions for Patricia.

**Happy Holidays everyone!
Mireille.**

**Mrs. Mireille L. Boudreau, B.B.A.
HR Advisor - Conseillère en ressources humaines
Human Resources Branch - Direction des ressources humaines
Fisheries & Oceans Canada - Pêches et Océans Canada**

P.O. Box 1035	C.P. 1035
176 Portland Street	176 rue Portland
Dartmouth, NS B2Y 4T3	Dartmouth, (N-É) B2Y 4T3
Phone: (902) 426-2761	Tél: (902) 426-2761
Fax: (902) 426-8910	Téléc: (902) 426-8910
Email/Courriel: BoudreauML@mar.dfo-mpo.gc.ca	

DeForest, Janice

From: Beaubien-MacLean, Marguerite
Sent: Friday, November 23, 2001 11:28 AM
To: Hanlon, John; vanHelvoort, Gus; Rose, Carol Ann (FHM); Surette, Tim; Boucher, Rheal; Gaudet, Sandra; MacDonald, Roddie A
Cc: Boudreau, Mireille; Langille, Michelle; Gaudet, Patricia; Theriault, Serge; Colbert, Anne; DeForest, Janice; Smith, Heather
Subject: SCH Business Manager

As per Serge's e-mail to you of last week, the following is to confirm that the SCH Business Manager position will be reclassified PM-04 (based on relativity with Nfld). We have the HR request, but no signed WD's nor org charts. The org charts submitted with the request show the positions reporting to the old PM-05 and were unsigned. These need to be updated.

As for effective date, my understanding is that April 1 2001, is the suggested date, which coincides with the creation of the ENG-04 positions. (Given the changing role of the Chiefs - ENG -04, Serge put a case forward that the Business Managers now have a greater role and responsibility in negotiating with Harbour Authorities.).

We need confirmation of the effective date, signed WD's and org charts before proceeding with the reclassification of the positions. As well, please advise if any language or security requirements are to be changed. Once documentation received, TB 330's will be issued, with changes in reporting relationships amended, where required. As for the reclassification of the incumbents, we need a SOQ; however, in consultation with Mireille, suggest you use the SOQ that had been developed for the staffing of the vacant Business Manager and provide a written statement that incumbent meets all of the requirements as identified on the SOQ.

For any additional information, **please contact Mireille for Maritimes and Patricia for Gulf**. Mireille will look after the reclassification of all positions (Maritimes and Gulf) and the reclassification of the Maritimes region incumbents, while Patricia will look after the reclassification of the Gulf region incumbents. Old Chief PM-05 positions will be deleted once they are permanently vacated (do not show these on your org charts, exception PEI maybe).

Thank you for your patience...

Marguerite Beaubien-MacLean

Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Beaubien-MacLean, Marguerite
Sent: Wednesday, September 12, 2001 1:34 PM
To: Hanlon, John
Cc: MacDonald, Donald; Leblanc, Marie; Gaudet, Patricia; Theriault, Serge; Girouard, Maurice; Reedie, Penny; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheal; Gaudet, Sandra; Surette, Tim
Subject: RE: Job Description: Chief, SCH/Assets

I have asked Nfld to send me a copy of the WD . More often than not in cases like these, the duties/responsibilities and the organizational structure are different enough to warrant different classification decisions. We will compare both WD's when we receive Nfld's and advise you of our findings. In the interim, we will not issue the TB 330's.

Marguerite Beaubien-MacLean

Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Hanlon, John
Sent: Wednesday, September 12, 2001 8:50 AM
To: Beaubien-MacLean, Marguerite
Cc: Donald MacDonald; Marie Leblanc; Patricia Ann Gaudet; Serge Theriault; Maurice Girouard; Penny Reedie; Carol Rose; Gus vanHelvoort; John Hanlon; Rheal Boucher; Sandra Gaudet; Tim Surette
Subject: RE: Job Description: Chief, SCH/Assets

Margurite:

Further to my notes yesterday I am aware that the NFLD WD's for these positions have been classified at the PM-04 level. As you may be aware this has been a longstanding issue with Gulf / Maritime staff in these positions. I fully anticipate a classification grievance if the current results stand. Is there an opportunity to review this decision given the NFLD WD's??

If these positions are only a few points from the PM-04 level and the NFLD Positions are PM-04 level it would seem appropriate to take a second look.. When submitting this WD It is my belief that all AD's were anticipating and supporting a PM-04 outcome. I know I was.. Unfortunately in this business you can't ask for what you want you have to roll the dice.

I would certainly support taking a second look at this and ask my fellow AD's to advise you If they support this as well.

John Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893

-----Original Message-----

From: Beaubien-MacLean, Marguerite
Sent: Tuesday, September 11, 2001 9:43 AM
To: Hanlon, John
Cc: Girouard, Maurice; Theriault, Serge; Reedie, Penny; Boudreau, Mireille; Leblanc, Marie
Subject: RE: Job Description: Chief, SCH/Assets

The six Area Directors gave their unanimous support to have this most recent version of the WD classified in today's classification standards (copies of their e-mails were attached to the request from Serge). Despite the fact a previous version of this WD had been classified in April 2000 (grieved but then withdrawn), we agreed to classify it again as it was my understanding that this WD was a more accurate description of the work. The ratings show a strong PM-03 (unchanged).

There is no reason to delay issuing the TB 330, as you are discussing adding new duties, not suggesting that the WD is inaccurate. If you submit yet again for classification review, you will need to clearly identify the additional duties, and the effective date you intend to assign these. We will only look at those and establish whether they are significant enough to warrant another classification review. You will need to ask yourself whether adding new duties makes good business sense, or is intended strictly to achieve a higher classification level.

Marguerite Beaubien-MacLean
Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Hanlon, John
Sent: Tuesday, September 11, 2001 8:10 AM
To: Beaubien-MacLean, Marguerite
Cc: Donald MacDonald; Maurice Girouard; Serge Theriault; Burry, Claude
Subject: RE: Job Description: Chief, SCH/Assets

Hi Marguerite:

Thank you for this. I was surprised and disappointed at the level of the Business Manager's position. I was advised that this position would rate maybe a high PM 04 or even higher. Was the rating a strong PM-03?? Is there an opportunity to adjust here before the TB330's go out.

I believe we should consider adding Real Property responsibilities and in particular give formal OSH duties to these positions.

Maurice what do you think??

John Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893

-----Original Message-----

From: Beaubien-MacLean, Marguerite
Sent: Monday, September 10, 2001 6:27 PM
To: Gaudet, Sandra; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheal; Hanlon, John; Clarke, Alan J (Yarmouth)
Cc: Reedie, Penny; Girouard, Maurice; Leblanc, Marie; Langille, Michelle; Boudreau, Mireille; Surette, Tim
Subject: RE: Job Description: Chief, SCH/Assets

The Area Chief SCH/Assets position has been classified ENG-04. As such it will be established as a new position. The Business Manager positions reporting to it have remained at the PM-03 level. TB330's will be issued to confirm this as well as ensure these positions show under the respective Area Director. But given the backlog due to strike and vacation, it may be a while before we get to it. I thought you would want to know so that you can at least start working on your staffing strategy. Please discuss this with Michelle for the Chief position, and Mireille for the Bus. Manager.

We will be using the attached e-mail as the instructions for reporting relationships and org id's. Marie, if you wish we can issue TB330 for Antigonish and Shediac, but I understand structure for Charlottetown remains as is until further notice. Let me know.

<< File: FW Area Director Model.rtf >>

Marguerite Beaubien-MacLean
Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Beaubien-MacLean, Marguerite
Sent: Thursday, August 09, 2001 9:15 AM
To: Girouard, Maurice; Hanlon, John
Cc: Reedie, Penny; Leblanc, Marie; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheal; Gaudet, Sandra; Surette, Tim
Subject: RE: Job Description: Chief, SCH

The classification level will help in determining if this is a new position or a reclassification. I have not yet seen the WD, but I understand the desire is for an ENG. If the classification ends up an ENG, we would be hard pressed to say that it is the same position with enhanced duties, ie reclassification. For the classification to go from PM to ENG, means a substantial change in the nature of the position, thus meaning a new position. If it stays PM, we need then to look at the changes to determine if substantial enough to call it a new position. If it stays PM but is made up of half the old PM and half the old ENG, it would be a new position, especially where there are current incumbents of both the PM and ENG groups.

If a reclassification, incumbent needs to meet the requirements of the SOQ, but no competition.

If a new position, position is staffed by competition or, if not considered a promotion, can be staffed by deployment, (unless of course we are in a reverse order of merit situation....).

As you can see, there could be many scenarios. First thing is to get the WD classified. Once I receive confirmation from each Area Director, indicating unanimous consent, preferably via a signed WD as per my discussions with Penny and Maurice, we will get a classification decision underway. After that, we can discuss staffing strategy.

Marguerite Beaubien-MacLean
Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Girouard, Maurice
Sent: Wednesday, August 08, 2001 2:27 PM
To: Hanlon, John
Cc: Reedie, Penny; Beaubien-MacLean, Marguerite; Leblanc, Marie; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheel; Gaudet, Sandra; Surette, Tim; Leblanc, Marie
Subject: RE: Job Description: Chief, SCH

Marguerite will enlighten us on this, thanks.

-----Original Message-----

From: Hanlon, John
Sent: August 8, 2001 2:17 PM
To: Girouard, Maurice
Cc: Reedie, Penny; Beaubien-MacLean, Marguerite; Leblanc, Marie; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheel; Gaudet, Sandra; Surette, Tim; Marie Leblanc
Subject: RE: Job Description: Chief, SCH

Maurice / Margurite:

Is it clear yet whether these will be reclassifications where the incumbents meet the SoQ's or are these considered new positions thus requiring competitions??

*John Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893*

-----Original Message-----

From: Girouard, Maurice
Sent: Wednesday, August 08, 2001 2:08 PM
To: Hanlon, John
Cc: Reedie, Penny; Beaubien-MacLean, Marguerite; Leblanc, Marie; Carol Rose; Gus vanHelvoort; Rheel Boucher; Sandra Gaudet; Tim Surette
Subject: RE: Job Description: Chief, SCH

Thanks John. Marguerite feels you could now proceed and do the staffing of that position for your group. Marguerite is now classifying the position but needs your signature on the staffing request which will confirm your agreement. Please proceed, thanks.

-----Original Message-----

From: Hanlon, John
Sent: August 7, 2001 11:42 AM
To: Maurice Girouard
Cc: Penny Reedie; Donald MacDonald
Subject: FW: Job Description: Chief, SCH

Hi Maurice:

This is to confirm that I have reviewed the new work description for the Area Chief SCH and RPAM and concur that it reflects the nature and duties of the position as I understand them to be based on our previous agreement.

*John Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893*

-----Original Message-----

From: Reedie, Penny
Sent: Tuesday, August 07, 2001 9:31 AM
To: Hanlon, John; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Murphy, Mike (BIO); Surette, Tim
Cc: Girouard, Maurice

Subject: RE: Job Description: Chief, SCH

Yes.

Please provide your comments on the WD directly to Maurice, with a copy to me. The WD should accurately reflect the nature and duties of the position.

I will arrange with Regional HQ to review the new WD, compare it to the existing one, and advise on any classification change.

I would also appreciate your earliest attention to this initiative .

Thanks everyone.

Penny

-----Original Message-----

From: Hanlon, John
Sent: August 7, 2001 9:02 AM
To: Reedie, Penny
Cc: Maurice Girouard
Subject: RE: Job Description: Chief, SCH

Hi Penny:

Got a note on Aug 01 from Maurice asking AD's to submit the WD to their respective regions for classification and staffing.

If we do this it may mean each region would be classifying the new wd independently. Is there a way to avoid this??

*John Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893*

-----Original Message-----

From: Reedie, Penny
Sent: Thursday, August 02, 2001 10:32 AM
To: vanHelvoort, Gus; Murphy, Mike (BIO); Rose, Carol Ann (St. Andrews); Surette, Tim; Hanlon, John
Subject: Job Description: Chief, SCH

Any comments on the draft description?

I'd like Maurice to send it to HR for classification as soon as Area Directors agree that the document reflects the actual work to be done and the skill sets required to do it.

Penny

HUMAN RESOURCES SERVICE REQUEST

DEMANDE DE SERVICE EN RESSOURCES HUMAINES

1. BASIC INFORMATION / RENSEIGNEMENTS GÉNÉRAUX			
Directorate/Branch/Division - Direction générale/Direction/Division Fisheries & Oceans - Small Craft Harbours		Designator or Station N° - Sigle ou numéro de poste de courrier	
Financial Code - Codage Financier 2M820			Position Location - Lieu du poste Yarmouth, Nova Scotia
Position N° - N° du poste 13673	Group/Level - Groupe/Niveau PM 04	Position Title - Titre du poste Business Manager, Small Craft Harbours	
Position N° of supervisor N° du poste du surveillant 27840	Name and title of supervisor - Nom et titre du surveillant Gary Hubbard, Area Chief Small Craft Harbours and Assets		Telephone N° - N° de téléphone (902) 742-6452

2. CLASSIFICATION (Action Requested / Action Demandée)

<input type="checkbox"/> New Indeterminate Position Nouveau poste indéterminé		Effective Date Entrée en vigueur Y-A M D-J		<input type="checkbox"/> New Term Position Nouveau poste déterminé		From - De Y-A M D-J		To - À Y-A M D-J		Position identical/similar to Poste identique/similaire à	
<input checked="" type="checkbox"/> Reclassification		Effective Date Entrée en vigueur Y-A M D-J		<input type="checkbox"/> Term Position Extension Prolongation d'un poste déterminé		From - De Y-A M D-J		To - À Y-A M D-J		<input type="checkbox"/> Deletion of Position Abolition d'un poste	
<input type="checkbox"/> Review and update Révision et mise à jour		Position excluded from collective bargaining Poste exclu des négociations collectives				No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> Non Oui		Is position vacant? Ce poste est-il vacant?		No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> Non Oui	

3. LANGUAGE REQUIREMENTS OF POSITION - EXIGENCES LINGUISTIQUES DU POSTE

<input type="checkbox"/> English essential Anglais essentiel <input type="checkbox"/> French essential Français essentiel <input type="checkbox"/> English or French essential Anglais ou français essentiel <input checked="" type="checkbox"/> Bilingual Imperative Bilingue impératif <input type="checkbox"/> Bilingual Non-imperative Bilingue non-impératif										
If imperative, state reason Si impératif, donnez la raison <input type="checkbox"/> "P" Designator Identification "P" <input type="checkbox"/> Significant Operational Impact Portée opérationnelle importante <input type="checkbox"/> Indispensable Position Poste indispensable <input type="checkbox"/> Term Appointment Nomination - Période déterminée										
Communication requirements Exigences de communication			Not required 0 Non requis English <u>and</u> French 1 Anglais <u>et</u> français English only 2 Anglais seulement French only 3 Français seulement English <u>or</u> French 4 Anglais <u>ou</u> français			Linguistic profile Profil linguistique			Estimated Lang. Use Prév. de l'util. des lang. off.	
Serv. to public Serv au publique	Pers. serv. Serv. au pers.	Centr. serv. Serv. central				English Anglais French Français R-L W-E OI/IO			Eng. - Angl. Fr. - Fr.	
Sup func. Fonc. surv.	Griev. Griefs	Other Autres				C C C C C C 60 % 40 %				

4. SECURITY REQUIREMENT OF POSITION - EXIGENCE D'AUTORISATION DE SÉCURITÉ DU POSTE

☐ Basic Reliability
Vérification de base de la fiabilité

☒ Enhanced Reliability
Vérif. approfondie de la fiabilité

☐ Confidential
Confidentiel

☐ Secret

☐ Top Secret
Très secret


5. STAFFING - DOTATION

ACTION REQUESTED - ACTION DEMANDÉE			
<input type="checkbox"/> Competition Concours	<input checked="" type="checkbox"/> Reclassification	<input type="checkbox"/> New Term Nouvelle période déterminée	<div>From - De Y-A M D-J</div> <div>To - À Y-A M D-J</div>
<input type="checkbox"/> New acting appointment Nouvelle nomination intérimaire	<input type="checkbox"/> Deployment Mutation (Déploiement)	<input type="checkbox"/> Extension of Term Prolongation de la période déterminée	
<input type="checkbox"/> Extension of acting appointment Prolongation d'une nomination intérimaire	<input type="checkbox"/> Transfer Mutation (Nomination)	<input type="checkbox"/> Appointment from eligibility list Nomination à partir de la liste d'admissibilité	
			<input type="checkbox"/> Other (specify) Autre (spécifiez) _____

Present Acting Nomination intérimaire	Effective - Entrée	Expiry - Expiration	Reason - Raison
--	--------------------	---------------------	-----------------

<input checked="" type="checkbox"/> Full Time Temps Plein <input type="checkbox"/> Part Time Temps partiel <input type="checkbox"/> Seasonal Saisonnier	Weekly Hours of Work Nombre d'heures de travail hebdomadaires	37.5	Condition(s) of Employment / Conditions d'emploi <input type="checkbox"/> General physical examination Examen physique général <input checked="" type="checkbox"/> Travel Voyage <input checked="" type="checkbox"/> Overtime Heures supplémentaires
--	--	------	--

EMPLOYEE INFORMATION (if applicable) - RENSEIGNEMENTS SUR L'EMPLOYÉ(E) (au besoin)

Sumame - Nom de famille Sweeney	First Name - Prénom Anne	Dept. - Min. DFO	PRI - CIDP 	Substantive Position No. N° du poste d'attache 13673	Substantive Group / Level Groupe / Niveau d'attache PM-03
---	------------------------------------	----------------------------	---	---	--

Designator or Station N° Sigle ou numéro de poste de courrier	Region Région	Name / Nom	Compensation Specialist / Spécialiste en rémunérations et avantages spéciaux Telephone N° / N° de téléphone	Fax N° / N° de fax
--	------------------	------------	--	--------------------

Status - Statut	<input checked="" type="checkbox"/> Indeterminate Indéterminée	<input type="checkbox"/> Term Déterminée	<input checked="" type="checkbox"/> Full Time Temps Plein	<input type="checkbox"/> Part Time Temps Partiel	<input type="checkbox"/> Seasonal Saisonnier	<input type="checkbox"/> Priority Priorité	<input type="checkbox"/> Casual Emploi temporaire	<input type="checkbox"/> Student Programs Programmes étudiants
------------------------	---	---	--	---	---	---	--	---

6. REMARKS - REMARQUES

Reclassification of Small Craft Harbours's Business Manager from a PM-03 position to a PM-04 position.

000454

Report ID: GC7PM015

AS OF DATE / EN DATE DU : 2001-04-01

Position / Poste : 00060961 Business Manager

Work Description / Description de travail : 0000037199 Business Manager

----- P o s i t i o n I n f o r m a t i o n / D o n n é e s s u r l e p o s t e -----

Effective Date / Date effet : 2001-04-01
Action Reason / Motif action : UPD Update a Position / Mise à jour données poste
Abolish by/End of Term / Proch. rév./abolition :
Business Unit / Entité : CNDFO Fisheries & Oceans BU / Pêches & océans entité
Job Code / Code emploi : 516929 Business Manager
Reg/Temp / Permanent/temp. : R Regular / Permanent
Full/Part Time / Temps plein/partiel : F Full-Time / Temps plein
Manager Level / Niveau direction : 8 All Other Positions / Autres postes
NOC / CNP : 1221 Administrative Officers / Agents administratifs
Location / Emplacement : 120206 Yarmouth
Geographic Location / Lieu géographique : 1202006 YARMOUTH
Department / Service : 60300 Area Director, Southwest N.S. / Dir secteur sud-ouest N-É
Reports To / N° poste responsable : 00069181 Area Chief SCH & Assets
Security / Sécurité : 2 Reliability / Fiabilité
Applied By ID / Appliquée par (Id) : 067146 Yvonne Dominey
Applied By Date/ Appliquée par (Date) : 2002-02-27
Remarks / Commentaires :
Previous Position No./No. poste antérieur : 00013673

----- D e c i s i o n I n f o r m a t i o n / D o n n é e s s u r l a d é c i s i o n -----

Decision # / N° décision : 0000054688 Effective Date / Date effet : 2001-04-01
Decision Reason / Motif décision : UPD
Class Code / Code classification : PM 04
Function / Fonction : /
Eval Process / Processus évaluation : 01 W/O Comm. / SansComité
Posn Class Auth / Autor. classif. poste : 2 Departmental / Ministère
Class Accred # / N° accréd. classif. : 97007 Lisa Peck
Class Auth Dt / Date autor. classif. : 2002-02-26
Next Review Dt / Date proch. rév. : 2007-02-26
Remarks / Commentaires :
Management-Directed Classification Decision/
Décision Dirigée par la gestion : N

----- F a c t o r C o d e C o o r d i n a t e P o i n t s / C o d e f a c t e u r C o o r d o n n é e s P o i n t s -----

Factor			Coordinate	Coordinate
Code	Description	Description	Coordonnées	Points
Facteur			Coordonnées	Coordonnées
01	Knowledge	/ Connaissances	C2	224
02	Decision Making	/ Prise de décisions	B2	146
03	Operational Responsibility	/ Responsabilité opérationnelle	C	40
04	Contacts	/ Contacts	3	110

Total Coordinate Points / Total des points des coordonnées 520

Supervisory Factor / Facteur surveil.: X

----- S t a f f R e l a t i o n s / R e l a t i o n s d e t r a v a i l -----

Essential Services / Service essentiels : 3 Conditional position / Poste conditionnel

Proposed / Proposé : N Effective Date / Date effet : 2000-06-21

Exclusion / Exclusion : 10 Not excluded/Not essential / Non-exclu, non-essentiel

Proposed / Proposé : N Effective Date / Date effet : 1998-09-13

----- O f f i c i a l L a n g u a g e s / L a n g u e s o f f i c i e l l e s -----

Effective Date / Date effet : 1996-04-01
Lang. Req. Posn / Exigences ling. poste : 1 Bilingual / Bilingue
Imp. St. Ind. / Ind. dot. impér. : 3 Indispensable Bilingual Posn / Poste bilingue indispensable
Office Code / Code bureau : 2248 Yarmouth Small Craft Harbours

	English / Anglais	French / Français	
Reading / Lecture	C	C	
Writing / Écrit	C	C	
Oral / Oral	C	C	
Com. Serv. Public / Services au public	1	English and French	/ Anglais et français
Com. Pers. Serv. / Services personnels	0	Not required	/ Non requis
Com. Cent. Serv. / Services centraux	1	English and French	/ Anglais et français
Com. Supervisory / Superviseurs	0	Not required	/ Non requis
Com. Grievance / Grievs	0	Not required	/ Non requis
Com. Other / Autres	1	English and French	/ Anglais et français

----- D e l e g a t i o n / D é l é g a t i o n -----

Effective Date / Date effet :
HR Delegation Level / Niveau délégation des RH : /
Effective Date / Date effet :
FIN Delegation Level / Niveau délégation fin : /

Report ID: GC7PM015

AS OF DATE / EN DATE DU : 1998-09-13

Position / Poste : 00060961 Business Manager
Work Description / Description de travail : 0000037199 Business Manager

----- P o s i t i o n I n f o r m a t i o n / D o n n é e s s u r l e p o s t e -----
Effective Date / Date effet : 1998-09-13
Action Reason / Motif action : UPD Update a Position / Mise à jour données poste
Abolish by/End of Term / Proch. rév./abolition :
Business Unit / Entité : CNDFO Fisheries & Oceans BU / Pêches & océans entité
Job Code / Code emploi : 516929 Business Manager
Reg/Temp / Permanent/temp. : R Regular / Permanent
Full/Part Time / Temps plein/partiel : F Full-Time / Temps plein
Manager Level / Niveau direction : 8 All Other Positions / Autres postes
NOC / CNP : 1221 Administrative Officers / Agents administratifs
Location / Emplacement : 120206 Yarmouth
Geographic Location / Lieu géographique : 1202006 YARMOUTH
Department / Service : 63010 Chief, SCH, SWNS
Reports To / N° poste responsable : 00062952 Area Chief
Security / Sécurité : 2 Reliability / Fiabilité
Applied By ID / Appliquée par (Id) : 067146 Yvonne Dominey
Applied By Date/ Appliquée par (Date) : 1996-10-10
Remarks / Commentaires :
Previous Position No./No. poste antérieur : 00013673

----- D e c i s i o n I n f o r m a t i o n / D o n n é e s s u r l a d é c i s i o n -----
Decision # / N° décision : 0000054688 Effective Date / Date effet : 1997-04-01
Decision Reason / Motif décision : L
Class Code / Code classification : PM 03
Function / Fonction : /
Eval Process / Processus évaluation : 01 W/O Comm. / SansComité
Posn Class Auth / Autor. classif. poste : 2 Departmental / Ministère
Class Accred # / N° accréd. classif. : 98018 Darlene Nelson
Class Auth Dt / Date autor. classif. : 2000-04-04
Next Review Dt / Date proch. rév. : 2005-04-04
Remarks / Commentaires :
Management-Directed Classification Decision/
Décision Dirigée par la gestion : N

----- F a c t o r C o d e C o o r d i n a t e P o i n t s / C o d e f a c t e u r C o o r d o n n é e s P o i n t s -----
Factor Coordinate Points / Coordinate Coordinate
Code Description / Description Points
Facteur Coordonnées Coordonnées
01 Knowledge / Connaissances C2 224
02 Decision Making / Prise de décisions B2 146
03 Operational Responsibility / Responsabilité opérationnelle C 40
04 Contacts / Contacts 2 70
Total Coordinate Points / Total des points des coordonnées 480
Supervisory Factor / Facteur surveil.: X

----- S t a f f R e l a t i o n s / R e l a t i o n s d e t r a v a i l -----
Essential Services / Service essentiels : 0 Position not essential / Poste non essentiel
Proposed / Proposé : N Effective Date / Date effet : 1998-09-13

Exclusion / Exclusion : 10 Not excluded/Not essential / Non-exclu, non-essentiel
Proposed / Proposé : N Effective Date / Date effet : 1998-09-13

----- O f f i c i a l L a n g u a g e s / L a n g u e s o f f i c i e l l e s -----
Effective Date / Date effet : 1996-04-01
Lang. Req. Posn / Exigences ling. poste : 1 Bilingual / Bilingue
Imp. St. Ind. / Ind. dot. impér. : 3 Indispensable Bilingual Posn / Poste bilingue indispensable
Office Code / Code bureau : 2248 Yarmouth Small Craft Harbours

	English / Anglais	French / Français	
Reading / Lecture	C	C	
Writing / Écrit	C	C	
Oral / Oral	C	C	
Com. Serv. Public / Services au public	1	English and French	/ Anglais et français
Com. Pers. Serv. / Services personnels	0	Not required	/ Non requis
Com. Cent. Serv. / Services centraux	1	English and French	/ Anglais et français
Com. Supervisory / Superviseurs	0	Not required	/ Non requis
Com. Grievance / Grievs	0	Not required	/ Non requis
Com. Other / Autres	1	English and French	/ Anglais et français

----- D e l e g a t i o n / D é l é g a t i o n -----
Effective Date / Date effet :
HR Delegation Level / Niveau délégation des RH : /
Effective Date / Date effet :
FIN Delegation Level / Niveau délégation fin : /



Fisheries and Oceans
Canada

CLASSIFICATION ACTION AND POSITION RECORD
FICHE DE MESURE DE CLASSIFICATION ET DE POSTE

1. Department Ministère DFO	2. Position Number Numéro du poste 00013674	3. Action Type Type de mesure POS	4. Reason Motif X	5. Effective Date Date entrée en vigueur 01-04-01	6. Position Title Titre du poste BUSINESS MANAGER	7. Position Classification Authority Autorité de la classification du poste 3
8. RATING / EVALUATION						
Factors/Elements Facteurs/Éléments		Coord. / Degree Coord. / Degré		Points		
A. KNOWLEDGE		C2		224		
B. DECISION MAKING		B2		146		
C. OPERATIONAL RESPONSIBILITY		C		40		
D. CONTACTS		3		110		
E.						
F.						
G.						
H.						
I.						
J.						
K.						
L.						
M.						
N.						
O.						
P.						
Total Points / Total des points: \$20-						
27. AUTHORIZATION / AUTORISATION						
A. Name Nom		PECK, LISA				
B. Title Titre		HUMAN RESOURCES ADVISOR				
C. Signature						
28. Accountability Code / Accreditation Number Code d'imputabilité / Numéro d'accréditation		97007				
29. Date		26-02-02				
30. Remarks / Remarques Que l'assesson soit PM-03, to PM-04 based on relatively weak mfd.						
DFO TB330-167 (Rev. 09/96)						

22. DEPARTMENTAL USE / À L'USAGE DU MINISTÈRE									
A.									
B.									
C.									
D.									
E.									
F.									
LINGUISTIC INFORMATION / INFORMATION LINGUISTIQUE									
23. Language Requirements of Position Exigences linguistiques du poste									
2. (English essential / Anglais essentiel)									
25. Communication Requirements Exigences de communication									
Serv. to Pub.		Pers. Serv.		Cent. Serv.		Sup. Func.		Grievances	
Serv. au publ.		Serv. pers.		Serv. cent.		Fonc. surv.		Autres	
2		0		2		0		2	
26. Linguistic Profile Profil linguistique									
English		Anglais		French		Français			
R-L		W-E		O-I-O		L-R		E-W	
-		-		-		-		-	
31. EMPLOYEE NOTIFICATION / AVIS À L'EMPLOYÉ(E)									
I certify that the incumbent(s) of this position has (have) been notified of this classification decision. Je certifie que le(s) titulaire(s) de ce poste a (ont) été avisé(s) de cette décision de classification.									
A. Name Nom									
B. Title Titre									
C. Signature									
D. Date									
D-J									
M-M									
Y-A									
0									
13-09-98									
32. EXCLUSION									
Reasons for Exclusion Motifs d'exclusions									
10									
Designation									
33. Code									
34. Date									
0									
13-09-98									



To
A Mike Britten
Area Chief, SCH

From
De Human Resources Operations
Human Resources Branch

Security Classification - Classification de sécurité
Unclassified/Non classifié
Our File - Notre référence
Your File - Votre référence
Date
March 4, 2002

Subject
Objet **NOTIFICATION OF CLASSIFICATION DECISION**

Please find attached for your information and records a copy of the Classification Action Form(s) (TB330-167) which indicate(s) that the following classification action(s) has/have been finalized:

- ☐ A new position has been created.
- ☒ A position has been reclassified. If you have not already done so, you may now take the necessary action to fill the positions or appoint the incumbents – please contact Human Resources Operations for assistance and information.
- ☐ A position has been updated or cyclical reviews have taken place.
- ☐ A position incumbency change has taken place. Compensation has been notified. Please ensure the employee (if position incumbered) has been advised.
- ☐ A position has been geographically transferred.
- ☐ An amendment has been made to the last TB330.
- ☐ A position has been deleted.
- ☐ Staffing request package has been forwarded to _____ on _____.
- ☒ Please advise the employee of the results. Employees are entitled to submit a classification grievance within twenty-five (25) working days of the receipt of this notification should they disagree with the group and level to which this position was classified.


Chief, Human Resources Operation

Att:

Canada

CONDENSED POSITION EVALUATION REPORT
GENERAL USERAPPORT D'ÉVALUATION D'UN POSTE
CONDENSÉ
USAGE GÉNÉRAL

13 positions / 11 incumbents

1. IDENTIFYING INFORMATION - RENSEIGNEMENT D'IDENTIFICATION					
		PRIOR TO DECISION - AVANT LA DÉCISION	AFTER DECISION - APRÈS LA DÉCISION		
(A) POSITION NO. - N° DU POSTE		13665, 13666, 13668, 13670, 13671	Same		
(B) POSITION TITLE - TITRE DU POSTE		13672, 13673, 13674, 20612, 27261, 27263, 27267	Same		
		Business Manager			
(C) BRANCH - GEOGRAPHIC LOCATION DIVISION - LIEU GÉOGRAPHIQUE		SCH	Various: AD Offices Sydney, Antigonish, Chatham Yarmouth, St. Andrews, Tracadie, Sheldrake		
2. REASON FOR ACTION - MOTIF DE LA MESURE					
Reclassification ⇒ Relativity with DFO - NFLD Region					
3. EVALUATION - L'ÉVALUATION					
(a) EFFECTIVE DATE AND/OR DATE OF DECISION DATE D'ENTRÉE EN VIGUEUR ET/OU DATE DE RÉVISION			(b) CATEGORY CATÉGORIE		
April 1/2001 YIA M D/J Except 27261 & 27263 up			PM		
(c) GROUP OR SUB-GROUP GROUPE OU SOUS GROUPE					
(d) EXISTING POINTS POINTS EXISTANTS	(e) FACTORS / SUR FACTORS FACTEURS / SOUS FACTEURS	(f) DEGREE	(g) POINTS	(h) RATIONALE - JUSTIFICATION (Including bench mark comparisons - Incluant la comparaison avec les postes-repères)	
224	Knowledge	C2	224	Relativity w/ DFO - NFLD Region (Contacts 110 pts.) Attached	
146	Dec Making	B2	146		
40	Oper Resp.	C	40		
70	Contacts	3	110		
TOTAL		EXISTING GROUP AND LEVEL GROUPE ET NIVEAU EXISTANT PROPOSED GROUP AND LEVEL GROUPE ET NIVEAU PROPOSÉ	(i) TOTAL 520	(j) GROUP AND LEVEL GROUPE ET NIVEAU PM-04	(k) POINT CUT OFFS FOURCHETTE DES POINTS 501-610
		PM-03 PM-04			
(l) Other Remarks - Autres Remarques					
Michelle Boudreau, HR Advisor Feb 14/2002					
4. COMMITTEE - COMITÉ					
SPONSORED BY - PARRAINÉ PAR:					
NAME - NOM (PLEASE PRINT - EN LETTRES MOULÉES S.V.P.)		SYMBOL - SYMBOLE		SIGNATURE	DATE
(a)					
(b)					
(c)					
(d)					

10-0490 (05/96)

Addition to Classification Rationale Business Manager

CONTACTS

This position was recently rated as Degree 2, 70 points for Contacts.

In reviewing departmental relativities and additional information from the Manager it is determined that contacts should be increased to Degree 3, 110 points.

SP is required to consult and reach agreement with small craft harbour authorities, representatives and officials from various other departments and agencies related to federal government infrastructure. Consultation and advice is provided on an on-going basis to Members of Parliament, Provincial and Municipal elected representatives. Contacts are made with the media to deal with issues related to small craft harbours, lighthouses, wharfs and other departmental sites. SP is responsible for enforcement under the Fishing and Recreational Harbours Act and requires on-going consultation with officials and law enforcement agencies.

=BM 24, Late and Non-Filer Programs Officer, both positions are required to reach agreement with senior officials of OGD and Agencies and representatives of industries or companies. Both consult and reach agreement to support enforcement activities.

>BM 25, Collection Contact Officer at degree 2, initiates and maintains contacts with taxpayers, individuals, owners and officials of business and/or their representatives to negotiate payment schedules. This is less than what is required for SP, as it is required to influence and discuss and explain where SP is required to consult, confer and reach agreement with officials on matters that are complex or significant. SP is required to negotiate and consult on items such as wharves, lighthouses and other real property harbour infrastructures and related equipment.

Summary:

Knowledge	C2	224	
Decision Making	B2	146	
Operational Resp.	C	40	
Contacts	3	110	
Total		520	PM-04(501-610)

Reality:

This position was compared with the Program Officer, PM-04 that works in Small Craft Harbours, in Newfoundland. Both positions advise and consult with Harbour Authorities and deal with fishing industry stakeholders, officials of other government department and with public clients to interpret and explain policies. The Program Officer is rated as:

Knowledge	C2	224	
Decision Making	B2	146	
Operational Resp.	C	40	
Contacts	3	110	
Total		520	PM-04(501-610)


Janice DeForest


Date

CONTACTS:

The Business Manager position requires consultation with various industry stakeholders to reach agreement on future management options including formation of the harbour authorities or the divestiture of harbours and other real property. Harbour authorities and harbour divestiture are the two major program initiatives within SCH since program review. Industry stakeholders include fishers, buyers, processors, other businesses, First Nations, recreational users, community groups, development associations, and the general public. The Business Manager is the primary point of contact with the stakeholders and must obtain commitment from the various stakeholder groups in order to advance the SCH program agendas. Persuasion is required to negotiate and to obtain consensus among various diverse interests, while moving the program forward and maintaining a service-orientated and client-focused image. There is also a significant requirement to provide advice and information to various user groups of harbour services, and to explain and defend government programs and policies to the Canadian public.

The Business Manager position is required to consult with and provide advice and background information to officials from various other departments and agencies such as Indian and Northern Affairs Canada, Public Works and Government Services Canada, Environment Canada, Industry Canada, Human Resources Development Canada, etc. regarding the SCH program and the specific implementation of new harbour management programs. Advice is also provided on an on-going basis to Members of Parliament, Provincial and Municipal elected representatives, the Area Director, regional and national staff, and the minister's staff regarding an abundance of politically sensitive operational issues (such as First Nation integration into the commercial fishery in the wake of the Marshall Decision). Discussions are held with MP's, MLA's, elected Municipal officials, First Nations, and other groups on specific issues to explain the department's position in order to promote an understanding and acceptance of the objectives, programs, and policies of the Department. Information is also provided to the media on an as-required basis, and indirectly through the preparation of draft press releases.

As an enforcement officer pursuant to the Fishing and Recreational Harbours Act, the position requires on-going consultation with other government officials and law enforcement agencies regarding the interpretation and requirements of various Federal, Provincial, and Municipal legislation with respect to enforcement, environmental, occupational health and safety, municipal planning, navigable waters protection, etc. This information is required to advise and assist Harbour Authority and other user groups in the management of harbours to ensure compliance, as well as for the safety of the users and the general public, in order to reduce the risk of claims against the Harbour Authority and the Crown.

In conclusion, the Business Managers are the primary contacts on all operation and divestiture issues with the different public and private stakeholders. As you are aware, the Area Chief position (Eng. 4) will now focus primarily on the delivery of the technical part of the SCH and RPAM programs, and the BM will now assume the lead role on all operational and divestiture issues (the role will be also expanded to include RPAM sites). The position deals with very diverse and operationally sensitive issues that have a direct impact on the successful delivery of the SCH program. It is my opinion that the position should be given a level C3 for contacts within the classification rating grid, based on the bench marks established for this contact factor, as well as the Program Officer position that was recently rated in the Nfld. Region.

Classification Rationale

Position #: 13673

Title: Business Manager

Branch: Small Craft Harbours

Background:

The Subject Position (SP) was last reviewed in April 2000, based on a UCS Work Description (Generic Business Manager) dated 2000-2-18, and rated at the PM-03 group/level.

Review of the Work Description dated (2001-7-18) submitted for classification at this time revealed little or no change in the responsibilities of the position from that last reviewed. The eight (8) Key Activities identified in the old work description are essentially the same in the new. Their text has been rewritten in a more terse and succinct style, but the global intent of each is unchanged. The Work Characteristics sections of the new document do reflect a significant number of amendments and modifications, however, although they would impact on a UCS evaluation, they are not in areas that would affect the factors measured in the PM standard.

ALLOCATION

Category: Administrative and Foreign Service

The primary responsibilities of the SP involve delivery of the Small Craft Harbours Program within a geographically defined area within the region. This involves the implementation of policies and procedures, the provision of training and advice, the recommending of Harbour Authority (HA) leases, negotiation and approval of HA business plans, and participation in the divestiture and privatization process for recreational and commercial fishing harbours. These activities are performed to effect program delivery to fishing industry stakeholders and the general public who have a vested interest in the facilities. This meets the category definition of the Administrative and Foreign Service category, "occupational groups engaged in the planning, execution, conduct, and control of programs serving the public interest, and the requirements of internal management in the Public Service of Canada", and inclusion statements 1 and 2. No exclusions apply.

Group: Program Administration (PM)

The criteria referenced in the category allocation also meet the group definition and inclusion statement 1 of the Program Administration Group. No exclusions apply.

EVALUATION

Knowledge Degree C2 224 points

Program and Specialized/Technical Knowledge Degree C

The SP requires knowledge of an extensive body of rules, procedures and operations respecting delivery the Small Craft Harbours Program. This includes knowledge of: the mandate, objectives and priorities of the organization; departmental and central agency policies respecting real property acquisition, divestiture, business planning, budgetary control and compliance enforcement; a wide variety of federal and provincial legislation and regulations pertaining to harbour management, navigable waters, and environmental protection; procedures and practices respecting real property acquisition/divestiture, lease negotiation, financial audit, and real property management.

> BM 28, District Licensing officer at degree B, which requires knowledge of acts, regulations and policies governing fishing personnel and vessel and gear licensing for commercial and recreational fishing, as well as, knowledge of appeal processes and systems for information and statistics gathering. The SP requires knowledge of a broader range of legislation governing real property management, business planning, contract administration, financial administration, and harbour management. The SP also requires knowledge of procedures and practices for real-property acquisition and divestiture, lease/contract negotiation, financial audit, and enforcement investigation.

= BM 16, Supervisor, Employment Services at degree C, as the BM and SP have a comparable requirement for knowledge of a full range of acts, legislation, policies and procedures respecting delivery of a major program. Both require knowledge of external organizations, stakeholders and socio-economic and local market issues relevant to program clients. Both require knowledge of practices, protocols and procedures respecting the provision of advice, the determination of client requirements, and the administration of contract with external institutions.

General Administration Degree 2

The SP requires general administration knowledge in the areas of financial administration, contract administration, lease negotiation and administration, and real-property management related to acquisition and divestiture of facilities.

> BM 25, Collection Contact officer at degree 1, who requires knowledge of internal administrative procedures related to own work.

= BM 16, Supervisor, Employment Services at degree 2, as the BM and SP have a comparable requirement for knowledge of administrative policies and procedures respecting financial management to manage an O&M budget. Both require knowledge of administrative practices in a variety of other area, the BM in personnel policies, collect agreements, information management and work allocation, and the SP in Real Property Management, contract and lease administration, and acquisition and divestiture of assets and facilities.

Decision Making Degree B2 146 points

Scope Degree B

The SP decisions and recommendations are generally made within the policy framework and guidelines of the SCH program and require judgement and initiative in resolving problems and disputes respecting program requirements. Initiative and judgement are required when providing advice and evaluating business plans, when performing investigative work and fact finding associated with audit and budget control functions, when negotiating and recommending commercial and harbour authority leases, when managing a construction program, when establishing and implementing enforcement associated with the operation of real property and facilities, and when providing training and business advice to client to facilitate the operation of incorporated harbour authorities and assist harbour managers.

= BM 17, Benefits Program Officer at degree B, as the BM and SP are comparable in their requirement to exercise judgment and initiative in monitoring the effectiveness of program delivery and in identifying and resolving problems. Both identify operational trends and training requirements to enhance program delivery initiatives and analyze and interpret legislative, program and operational policies to provide advice and recommendations to management and external clients.

< BM 2, Airport Manager at degree C, whose decisions and recommendations are made respecting the operation, maintenance and security of an airport and eleven remote sites. The BM must exercise judgement and initiative in directing the allocation of financial and personnel resources, developing long range forecasts of user requirements, negotiating leases and levels of maintenance with other government departments, directing the preparation of security procedures and coordinating the activities of agencies responding to emergencies. The SP requirement to exercise judgement and initiative in making decisions and recommendations does not reflect the diversity of areas or the requirement to operate without precedent as exemplified by the BM

Impact Degree 2

The SP decisions impact on the effectiveness of the SCH program delivery within its geographic district of responsibility and the ability of external client organizations and individuals to develop effective business plans and meet program requirements to obtain and operate harbour authorities. Decisions and recommendations respecting acquisition and divestiture of real property and assets impact on the cost-effective utilization of financial resources within the organization, and the ability to provide mandated services to facility users. Decisions also impact indirectly on the viability of commercial enterprises and community stakeholders of harbour facilities.

= BM 17, Benefit Program Officer at degree 2, as the BM and SP decisions affect the efficiency and effectiveness of program delivery initiatives, including the quality of service received by clients. BM decisions on labour disputes impact directly on hundreds or thousands of workers, while SP decisions impact on commercial, recreational and public users of harbour facilities and the effective operation and viability of harbour authorities.

< BM 14, Regional Manager, Investigation and Control at degree 3, who is the regional authority while the SP's impact is limited to the district of responsibility. The BM decisions and recommendations impact on the nature and scope of the regional program and national and

regional policy development, whereas the SP works within established regional/national policy and guidelines.

Operational Responsibility Degree C 40 points

The SP performs a "Staff" role and is responsible for delivery of a well-defined program within a specific geographical management area. This involves determining adequacy of operational policies and procedures administered by harbour managers and members of harbour authorities to provide service to facility users and meet contract and lease obligations set by the Department. This includes monitoring the activities of non-employees performance for effectiveness, evaluating and auditing financial and business planning documents, ensuring safety and environmental protection compliance is adhered to and controlling funding based on client performance in meeting contract obligations.

> BM 28, District Licensing Administrator at Degree B, which administers the licensing program in the district and supervises two clerks. The BM also participates in advisory and policy working groups and provides advice to field staff on the interpretation of licensing policies and legislation. The SP is superior in that it is responsible for determining the adequacy of operational policies and procedures administered by non-employees; monitoring for safety and environmental compliance, financial accountability; implementing enforcement and controlling funding.

= BM 17, Benefit Program Officer at degree C, as the BM and SP are comparable in their requirement to monitor all program activities, assess the efficiency and effectiveness of operations, and ensure compliance within operational policies and procedures. Both involve evaluating the operational performance of non-employees and providing advice as a subject matter specialist staff in the organization.

Nature and Size of Subordinate Organization

Not applicable. The SP performs a staff role and has no subordinates.

* **Contacts Degree 2 70 points** — *This has been changed to degree 3, 110 points. See attached.*
Joe
8/11/21

The SP provides advice and guidance to external clients involved in harbour management and the operation of harbour authorities respecting service levels as defined by contract obligations, compliance issues related to safety and environmental protection, monitoring and audit issues related to financial administration, funding, and business planning. These activities require significant explanation of legislative and program requirements to achieve cooperation and compliance in meeting contract/lease obligations, meeting defined service levels, performing audit functions, and when providing advice or interpretation.

= BM 17, Benefit Program Officer at degree 2, as the BM and SP have a like requirement to deal with non-government personnel to resolve problems and obtain cooperation in problem resolution and adherence to compliance requirements. Both are required to investigate operational performance and provide recommendations to achieve cooperation in meeting service levels requirements. Both provide expert level advice staff within the organization to promote problem solving and improve program delivery functions.

< BM 2, Airport Manager at degree 3, who consults with local government officials and other government departments respecting the provision of common services and to coordinate emergency services. The BM acts as final authority in negotiations on nature and levels of service for the airport while the SP requires management approval in contentious and politically sensitive issues.

Summary

Knowledge	C2	224
Decision Making	B2	146
Operational Responsibility	C	40
Contacts	2	70
Total		480 PM-03 (401-500)

Recommendation

The SP is rated at 480 points and recommended for classification at the PM-03 group/level.



Bill Anderson
Sept 6/01



WORK DESCRIPTION

~~27262~~ 13674

Business Manager

Department/Agency:	Department of Fisheries and Oceans
Section:	Corporate Services
Division:	
Branch:	Small Craft Harbours
Geographic location:	Sydney (N.S.)
Security clearance	Enhanced reliability
Language requirements:	English Essential
Departmental use:	Sample 145-Reg Mod/Dec 20157, Last Updated 2001-7-18 (Pos 13665-13674 20612 27261 27262)

Immediate supervisor:

Version: Final	Date last updated: 2001-12-7
Classification:	
Effective Date of Decision:	
Model identifier:	

Client-Service Results

Implementing program and policy initiatives to various fishing industry stakeholders and the general public with respect to the management of harbours.

Key Activities

- Implements national and regional policy, procedures, management and budgetary control for a system of commercial fishing and recreational harbours.
- Provides extensive training and business advice to incorporated harbour authorities and appointed

harbour managers.

- Negotiates, drafts and recommends for approval commercial and harbour authority leases, subleases and lease amendments.
- Negotiates and approves individual harbour authority business plans, budgets and financial statements and provides specific advice regarding business proposals for projects.
- Manages and coordinates a construction program.
- Conducts, initiates and assists in the coordination of the divestiture and privatization of recreational and commercial fishing harbours not intended for harbour authority management.
- Controls management and enforcement activities associated with the operation of real property and facilities.
- Identifies, coordinates and recommends the acquisition of real property that is required for management and operation of commercial fishing harbours, as well as to make harbour property marketable for divestiture.

Employee's statement:

I have been given the opportunity to comment on this work description.

Employee's signature

Date

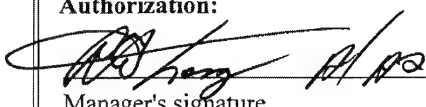
Supervisor's statement:

This work description accurately describes the activities and demands of the position.

Supervisor's signature

Date

Authorization:


Manager's signature

7/12/02
Date

Work Characteristics

Responsibility

(1) Information for the Use of Others

Provides information and advice to various fishing industry stakeholders, the general public and harbour managers with respect to the Small Craft Harbours' program and policies to assess the impact and to develop options for future harbour management. This often involves explaining complicated policies, procedures, and standards which involves transforming information into alternate ms in order that it can be fully understood by a varying audience.

Researches and analyses present harbour information and provides advice to the Area Chief to assess the impact and feasibility of various harbour management options. Makes specific recommendations that can affect the livelihood of individual hers and coastal communities.

Provides MANAGERIAL AND OPERATIONAL advice and disseminates information to incorporated Harbour Authorities, and assists harbour authorities and federally appointed harbour managers in developing PROCEDURES AND ASSISTING HARBOUR AUTHORITIES in such matters as preparation of project proposals, business planning, revenue generation, financial and resource planning and management, tax provisions and reporting requirements, property management, legal and enforcement issues, environmental practices and compliance, liability insurance, legislative obligations, technical matters such as construction standards, specifications and methodologies, and administrative matters such as tendering, procurement, contracting for services, inventory control, computer operations and human resource practices to ensure successful operation and economic sustainability.

Gathers, synthesizes, and produces background and site specific information used by the Area Chief in preparing draft ministerial correspondence from a complex variety of information for the Ministerial Correspondence Unit in order to answer specific inquiries directed to the Minister's office. Elaborates on particular issues and conflicts that are politically sensitive and transforms information into concise terms, and in the appropriate tone sought by the Minister, to explain and defend government programs and policies to the Canadian public.

Researches socio-economic and environmental background information and produces environmental assessment reports for projects in accordance with the Canadian Environmental Assessment Act. The reports are made available for general public perusal and critique through the national habitat tracking referral system. Has delegated authority to make decisions to sign-off and approve environmental ratings for minor works projects and property leases and is accountable to the Minister and the general public for such decisions.

Provides general technical advice and assistance to individuals, appointed harbour managers and groups on minor construction and repair projects being considered for structures leased by the Department to incorporated harbour operators, but still under federal ownership. This can involve breaking down complicated construction and permitting processes into simpler step by step operations, as is necessary to ensure individuals and operating groups, have the knowledge and skills they require to successfully complete projects to established regulations, codes, and standards. Provides leadership to HA groups in preparing detailed project submissions which conform to established format and provides the HA with the best chance for funding approval.

(2) Well-Being of Individuals

There is no specific requirement for this.

(3) Leadership of Human Resources

HARBOUR AUTHORITY DEFINITION: A HARBOUR AUTHORITY IS AN INCORPORATED NON-PROFIT GROUP, SEPARATE FROM DFO, WHOSE PRIMARY FUNCTION IS TO MANAGE AND OPERATE SCH FACILITIES LEASED TO THE HARBOUR AUTHORITY FOR A DEFINED PERIOD, USUALLY 5 YEARS. OWNERSHIP OF THE PROPERTY AND FACILITIES REMAINS WITH THE FEDERAL CROWN.

PARTICIPATES AND ASSISTS IN THE COORDINATION OF branch participation in multi-disciplinary groups involving federal and provincial government agencies, working groups, project teams and various client groups to provide information on harbour authority programs and policies, and to develop overall management and business plans for harbour authorities.

PROVIDES ADVICE TO incorporated Harbour Authorities in human resource planning including the recruitment of volunteers, students and employees, and consultants required to support the Harbour Authority program. This includes developing work plans and priorities, proposing terms of reference, evaluating performance and creating alternate plans to accomplish objectives.

Leads Harbour Authorities in business planning, environmental management planning, project proposal formulation, financial management, harbour operations and other management practices to ensure their long-term viability and success.

Provides initial and ongoing training of harbour authority directors and members on such matters as corporate structure and bylaws, business, legal, real property and administrative matters associated with the operation of a Harbour Authority. THIS RESPONSIBILITY IS SHARED WITH REGIONAL STAFF.

Assists the Area Chief and participates in multi-disciplinary project teams consisting of intergovernmental personnel, private consultants and client groups for environmental assessment, design, implementation and management services for a variety of major construction projects, includes proposing and developing terms of reference, negotiating consultant fees, approving contracts, providing ongoing monitoring, and reviewing standards.

Leads and co-ordinates Harbour Authorities in the development of their Environmental Management Plans, approves plan and provides ongoing monitoring to ensure compliance with federal regulations and policies.

Leads, assigns and directs the work of Public Works and Government Services staff ,private consultants, client groups and other contractors involved in construction and maintenance projects. This involves leading and providing direction on project deliverables, direction on timing and alternatives for project implementation, direction on acceptance of work, direction on changes to the scope of work to be undertaken and organization and chairing of discussions to resolve project issues. This activity is not shared for projects up to \$15K and is shared with the Area Chief for projects in excess of \$15K.

Assists regional staff and the Area Chief in the initial training of new persons in the organization on such matters as corporate structure, administrative practices, business, operational and legal issues associated with the Small Craft Harbours program. This is a shared responsibility.

Provides management and operational guidance to incorporated recipient groups that propose to assume responsibility and eventual ownership of Federal harbours formerly under government jurisdiction. Plans and establishes self directed work teams consisting of interdepartmental representatives to assign divestiture projects. This is a shared responsibility.

(4) Money

BUDGETING:

As a responsibility centre manager, manages, plans and budgets for a construction program as well as an operations and maintenance budget. Provides financial advice and makes recommendations for prioritization of projects, including cost benefit and risk analyses. The incumbent has considerable latitude and flexibility to arrange and manage financial resources to most successfully impact on program deliverables within the area of responsibility.

Participates in area budget preparation and management including providing recommendations for the area Small Craft Harbours' budget, providing financial advice and making recommendations for prioritization of projects, including cost benefit and risk analyses. Plans and budgets for the allocated harbour operation and maintenance budget of the Small Craft Harbours' program. On an ongoing basis monitors status, reallocates funds within budget to compensate for changes, and conducts financial planning, forecasting and reporting. Has considerable latitude to allocate and reallocate funds from one project to another or between harbours.

Provides MANAGERIAL AND OPERATIONAL advice and recommendations to private incorporated harbour authorities, federally appointed harbour managers and recipient groups on preparing and managing operational budgets to ensure their successful operation AND long term sustainability.

MANAGING MONEY FLOW:

Determines and negotiates commercial lease and licence annual rents with private commercial operators based on Treasury rd guidelines and market value appraisals. Monitors and tracks commercial leases and licences issued and payments received, advises the responsibility centre on outstanding accounts and recommends the appropriate action including enforcement and writing off debts. Assists harbour authorities in soliciting financial contributions from other Federal, Provincial, Municipal and private sources for cost-shared projects with private incorporated harbour authorities and recipient groups. Provides ADVICE AND recommendations to private incorporated harbour authorities and recipient groups on devising a service fee schedule, determining commercial sub-lease and licence annual rents, and collection of accounts based on specific site and local market conditions and knowledge of other harbour operations, and to reduce the demand on the Small Craft Harbours program budget.

SPENDING:

responsibility centre manager with full signing authority to allocate funds among line objects and manages construction and an operations and maintenance budget. Identifies, tenders, awards and administers all maintenance and service contracts within allocated budget. Is accountable for expenditures associated with a broad range of activities relevant to harbour management and the operating and administrative resources required to manage the Harbour Authority Program including sole source authority in dealing with harbour authorities. Has freedom to reallocate funds within financial authority and in compliance with Treasury Board guidelines. Identifies, tenders, awards and administers contracts within allocated budget., verifies goods and or services are received and processes progress claims and final invoices. PARTICIPATES AND PROVIDES RECOMMENDATIONS on the real property acquisition budget for the portfolio of harbours. Commits funds and recommends paying funds in the form of grants and contributions and joint project agreements. Purchases goods and services using government credit cards and accounts for all expenditures. Provides advice and recommendations to private incorporated harbour authorities and recipient groups on tendering and contracting for goods and services, as well as processing claims and invoices and auditing requirements. THIS IS A SHARED RESPONSIBILITY.

(5) Physical Assets and Products

Operates and maintains real property, harbour infrastructure and related equipment used by the commercial fishing stakeholders and the public in harbours that are still managed directly by Small Craft Harbours. These assets are extremely valuable and very difficult to replace due to budget limitations and program inflexibility due to commitments to other projects. Safety of harbour users and clients using harbour facilities is of utmost concern to the branch.

Takes temporary custody of, and protects seized equipment, vehicles and vessels, gathered by branch during enforcement actions and investigations, to be used by the Crown during prosecution. This property becomes the responsibility of the branch, cannot be replaced, and is used in court as evidence.

Operates, maintains and cares for assets included in own work such as a personal computer, cellular telephone, office furniture, cameras, files, supplies, and software. These assets are not used by other staff and can be replaced, but at a considerable cost to Small Craft Harbours.

(6) Ensuring Compliance

As an enforcement officer pursuant to the Fishing and Recreational Harbours Act and Regulations, conducts routine inspections of harbour usage including that of fishers, commercial operators, lessors, and the general public to ensure compliance with regulations related to real property and environment issues, in order to ensure the safety of the harbour users general public and to protect the environment. Compliance and enforcement activities are performed by examining a wide range of various options and statutes available to determine the most appropriate course of action. Duties require examining complaints, taking evidence, issuing warnings and recommending whether to pursue prosecution, and providing sworn testimony. Responsibility is shared. conducts on-site audits and evaluations of Harbour Authorities' business and real property management practices to ensure compliance with the

Canada Business Corporations Act and the Small Craft Harbours' lease in order to protect the interests of the general public and fishing industry stakeholders in terms of safety and providing nondiscriminatory public access. negotiates compliance schedules and implementation, among a wide number of options available, for violators using own government, precedents and established practices. Consults with supervisor regarding difficult situations.

Conducts on-site audits and response to public complaints pertaining to recipient groups to ensure compliance with the covenants associated with the transfer of real property under the devolution program in order to ensure nondiscriminatory access and that the transferred assets continue to be operated in accordance with the conditions of the transfer agreement. Negotiates compliance schedules and implementation among a wide number of options available for violators using judgment, precedents and established practices. Responsibility is shared.

Skills

(7) Job Content Knowledge

Knowledge of inter-personal communication and negotiation principles, accompanied with problem solving techniques and an ability to analyze complex issues and develop innovative and viable solutions, is required when investigating problems and advising privately incorporated harbour authorities on organizational alternatives, property management and facility development options, business, legal, financial and construction issues

Knowledge of principles, practices, and techniques of leadership to effectively provide and coordinate the efforts of diverse ups towards common goals.

Knowledge of enforcement including investigative techniques and legal processes associated with the application of the Fishing and Recreational Harbours Act and Regulations, maritime, contract, tort and common law is required to carry out enforcement duties, investigate claims against the Crown and to provide specific advice to Harbour Authorities, the general public and management on land control and enforcement issues.

Knowledge of the principles and practices associated with real property management as it relates to custodial Federal property, including legal, administrative, and management techniques, procedures, and responsibilities is required to effectively operate harbours and to provide specific advice to Harbour Authorities.

Knowledge of real property acquisition and disposal methods including legal and property terminology; methods and procedures and the ability to read and interpret survey plans, deeds and descriptions in order to address client and legal requirements for management of harbours and implementation of construction projects.

GENERAL Knowledge of environmental assessment responsibilities and techniques, development and

use of safety plans and environmental management plans, harbour standards, regulatory requirements, quality inspection techniques and construction methodologies, including the ability to read and interpret construction drawings and specifications in order to analyze complex situations and provide specific advice to Harbour Authorities, management, contractors, consultants and regulatory agencies. Knowledge of project management, planning, implementation, critical time line analysis, negotiation approaches, and report writing to manage a construction program is also essential to the successful operation of a system of harbour authorities.

Knowledge of principles, practices, authorities, and accountabilities of financial management including processes for budgeting, forecasting, cost benefit analyses, business planning, cost recovery, managing money flow, and conducting expenditures to provide advice to Harbour Authorities and to exercise financial control over allocated budget.

GENERAL Knowledge of financial audit procedures, standards and reports to provide input into and assist in reviewing audit activities.

Requires knowledge of computer software, the internet and data entry programs, including Microsoft Word, Powerpoint, Excel, Explorer electronic mail, National Oracle databases including ABACUS, FRMS, HRTS and SIP in order to gather information, prepare correspondence, produce reports and input data.

(8) Contextual Knowledge

WORK UNIT

Extensive Knowledge of the mandate and priorities of Small Craft Harbours' related to the reduction of operating expenditures through partnerships or devolution exercises and new business arrangements with clients through the Harbour Authority initiative. Knowledge of respective roles of national and regional staff on all management and operational issues is important in developing effective working relationships, selecting the best course of action, and providing a unified approach to issues.

Knowledge of investigative techniques to ensure enforcement and evidence gathering procedures are conducted correctly and legally. Knowledge of the media, their interests and unit protocols to ensure accurate information on the activities of the unit are presented accurately and professionally.

Knowledge of collective agreements, travel directives, standards, procedures, guidelines and unit culture to provide leadership to staff. Knowledge of inventory control and accountability standards to ensure asset utilization is managed and used for its intended purpose.

DEPARTMENT

Knowledge of the culture, values, organization, mandate, policies, programs and objectives of the department, in support of the departmental vision and oceans strategy initiative in order to provide informed advice and recommendations to Harbour Authorities. Knowledge of departmental policies and contacts and points of reference is required in order to understand a best course of action and how it will impact on the Small Craft Harbours' mandate and program initiatives. Knowledge of the interaction between branches such as finance, communications, personnel, informatics, contracting, habitat management, and their advisors and directors to ensure contact is made with the person(s)

responsible for any particular component of an initiative to ensure information is received in a timely manner.

OTHER DEPARTMENTS

Department of Public Works and Government Services Canada (PWGSC) to understand their role in the disposal of federal government real property to ensure compliance with Treasury Board guidelines; Department of Environment (DOE) to understand the various environmental acts and regulations and to understand and support the role and responsibility of SCH in adhering to environmental legislation, particularly related to land management; Transport Canada, Harbours and Ports directorate, to understand the linkages between its mandate to manage and operate federal commercial ports and the SCH mandate to establish a cooperative working relationship particularly as relates to the operations of harbours with shared jurisdiction. Indian and Northern Affairs Canada (INAC) to understand its mandate and role relevant to associated land claims and real property issues in respect to aboriginal communities. This knowledge is particularly significant to the SCH program in respect to the management and disposal of federal real property at harbours that may be the subject of land claims or related treaties with aboriginal groups; Human Resources Development Canada programs to access financial and human resources to assist in furthering the aims of Harbour Authorities through the development of partnership arrangements. This knowledge is essential in providing the best advice, recommendations and direction to all harbour users in areas where each of these agencies are involved and decisions have to be made on a best course of action on many management issues.

CANADIAN PRIVATE AND OTHER PUBLIC SECTORS

Knowledge of the roles, responsibilities, and programs of Provincial Departments and Municipal units and officials to provide assistance and consultation on the Harbour Authority and divestiture initiatives. Knowledge of the political, cultural, and socio-economic status of the communities in the assigned portfolio to facilitate in the planning for the implementation of the Harbour Authority or divestiture initiatives, and for ongoing service delivery. Knowledge of local politicians, special interest groups and the identity of community leaders to seek and provide consultation on policy issues. Knowledge of the trends and developments in the fishing industry that will impact of the Small Craft Harbours' initiatives, and in order to forecast changes in the management options and levels of service required for commercial fishing harbours.

LEGISLATION / REGULATIONS

Knowledge of the content and underlying principles and intent of the following Acts and Regulations, as they apply to management and operation of real property and facilities, and to be able to minimize risks and to formulate a due diligence legal defense in the event of prosecution for violations of specific statutes and against civil suits:

Fishing & Recreational Harbours Act And Regulations and the Federal Property Traffic Act to manage, to ensure health and safety of harbour users, provide advice to lessees and Harbour managers and users, to implement construction and repair projects, and to acquire and divest property.

Canada Business Corporations Act (Part 2) to ensure compliance under the Act by the Harbour Authorities to maintain their legal incorporation entity and ensure that the necessary reports and

documentation is received from the Harbour Authorities.

Provincial and territorial acts, regulations, policies and procedures governing environmental protection and habitat management to ensure compliance of harbour transfer and management activities.

Financial Administration Act to ensure compliance of lease agreements, real estate transactions, construction and surveying projects, procurement, invoicing and expenditure procedures.

Federal Real Property Act and Regulations to conduct, monitor and evaluate land acquisition, leasing and disposal.

Federal and provincial legislation, property law, contract law and leasing procedures to ensure that transactions are appropriately managed in their respective jurisdictions.

Federal and provincial legislation and agreements governing transfer of lands, resources and programs to First Nations to ensure that SCH agreements are in compliance.

Federal laws governing environmental protection, enforcement and the safe and responsible operation of harbours (e.g., Navigable Waters Protection Act, Canada Shipping Act, Canadian Environmental Assessment Act, Environmental Protection Act, Harbours and Ports Act, Public Works Act) to manage operations, and to ensure that the Crown's interests are defended in construction and real estate transactions.

(9) Communication

COMMUNICATION OUT:

Presentation and public speaking skills are required when articulating policy information, reports, and recommendations to fishing industry stakeholders and public clients. This often requires interpreting policy in order to present arguments and dissuade individual biases as well as explaining and altering specialized legal and technical terminology so that it can be fully comprehended by various audiences.

Verbal and presentation skills are required to negotiate leasehold interests with incorporated groups and commercial operators. This requires skill in interpreting Treasury Board guidelines and explaining specialized legal terminology in order that information can be fully comprehended by the lessee. This requires skill to negotiate and persuade the lessee with respect to specific clauses in the lease, lease boundaries, and lease rates.

Writing skills are required to prepare correspondence to clients and to prepare various reports, draft background and site specific information necessary for ministerial correspondence and fact sheets. This requires skill in interpreting information and explaining complicated and sensitive issues.

Verbal skills are required to present the assigned functions in wide ranging consultations with client groups, regional officials, and other government departments to explain policies, priorities and activities, negotiate issues, obtain input and gain agreement and cooperation to handle sensitive situations. Depending on the client groups, the message must be altered and simplified in order to be understood and effective.

COMMUNICATION IN:

Active Listening skills to interpret body language, tone of language and other non-verbal communications, recognizing the different meanings these have for persons of different cultural origins and on the basis of the circumstances in which the information was provided, to understand the intent and the complexities of the message being transmitted by people with whom the individual must interact within the Department., clients, fishing industry representatives, service providers, other governmental organizations, and non-governmental organizations in developing networks and partnerships to provide quality client services. Due to the complexity of the message and terminology, the emotional and confrontational circumstances and environment in which interactions evolve and the variety of audiences, an understanding of the implicit component of the message is as important to the meaning of the message as the explicit component. Observation skills to read between the lines when conducting public information sessions and to adjust delivery to the respective mood of the audience.

Reading and interpretive skills to gather and synthesize key information from legislation, departmental policies and directives, contracts, surveys, leases, complex and ambiguous common law, legal documentation and then presenting information in a format and terminology that can be easily understood and utilized by the staff, general public, Harbour Authorities, organizations, clients, and community representatives, to promote comprehension and awareness and to ensure that the requirements for the development, management and enforcement of the SCH program is understood.e. Reading skills to digest information and demands from groups or individuals and review proposed responses to ensure that they contain accurate information.

Listening and interpretation skills are required when receiving information and feedback from industry representatives, the Area Chief, colleagues and contractors in order to retain salient points, synthesize information on complex issues, and gauge underlying intentions.

(10) Motor and Sensory Skills

In the course of travel and enforcement duties, there is a requirement for dexterity and coordination to embark and disembark vessels, and land vehicles while carrying equipment, and to inspect harbour infrastructure.

Manual dexterity and coordination skills are required for the daily operation of a computer keyboard in the preparation of correspondence, reports and inputting data. Dexterity is required to operate other office equipment such as photo copiers, fax machines and cellular telephones.

Effort

(11) Intellectual Effort

UTILIZING strategies, practices and approaches to govern the negotiation and consultative processes of the fishing industry stakeholders and the public involved in the implementation of the Harbour Authority policy. The work is performed under departmental time line pressures to achieve imposed goals, involves dependence on other government departments and agencies, client pressures for information, conflicting stakeholders interests and changing policy interpretations.

Analyzing the associated business and operational plans of the established Harbour Authorities to evaluate their effectiveness from a management, operational, business, and legal perspective and directing corrective measures through consultation or direct intervention. This work is performed under time line pressures imposed by the department, individual biases against the department, and client reluctance to change to comply with directives.

Negotiating the resolution of differing interpretations as they arise in the administration of harbour authorities, including enforcement procedures, data collection, and collection of revenues from fees and services. The work is performed without the benefit of established practices and precedents and without the availability of human resources required to meet imposed goals and deadlines.

Intellectual effort must be applied in the management of a construction program to analyze requirements for program expenditures, prioritize project requests for funding, and for the preparation of project proposals. The work is performed under time line pressures imposed by the department and clients, weather and climatic conditions, and the dependence on other government departments and agencies. There is a constant requirement to analyze an on-going number of project requests, seek or create solutions from a large number of options, and to make unbiased funding decisions with limited program funding.

Managing a minor construction program under tight work schedules, funding pressures and ever increasing service demands can be quite complicated when consideration must be given to construction standards, available working season for marine projects, developing environmental requirements, as well as concerns and priorities of other federal and provincial regulatory agencies. In addition, fishing seasons, quotas, vessel and gear types must be fully understood to meet client needs. The analysis of this information is complex and time consuming and the incumbent is required to develop construction options taking all these concerns into account. This is further complicated by a natural resistance to accept anything new or of a different standard than clients have been used to in the past.

UTILIZING strategies and options unique to each situation in order to conduct sensitive negotiations with client groups regarding the short and long term development, management and divestiture of real property. The work is performed under departmental time line pressures to achieve imposed goals, dependence on other government departments and agencies, client pressures for information and legal interpretations, conflicting stakeholders interests, and negative public opinion against overall government fiscal restraint and downloading policies.

(12) Sustained Attention

The work requires long periods of sustained attention when operating a motor vehicle in order to concentrate on the road while driving. There are frequent interruptions with calls from cellular telephones which increase the risk of accidents. This work takes up to twenty percent of the

incumbent's time on an ongoing basis, due to the geographic size of the area of responsibility.

The requirement to maintain attention while attending public and internal business meetings as a leader and participant requires sustained attention to comprehend and interpret information and to contribute effectively to a variety of complex initiatives and concerns. These activities consume twenty five percent of the available time.

The requirement to read, comprehend and respond to a variety of correspondence demanding different levels of interpretation and levels of response, consume twenty five percent of the available time.

(13) Psychological/Emotional Effort

Psychological/emotional effort is needed to remain impartial and composed when dealing with conflicts and disagreements in discussions with Harbour Authorities, community representatives, user groups and contractors to obtain and exchange information regarding operational issues or enforcement and safety incidents. Due to the sensitivity of the commercial fishing industry, sometimes emotions can run high and there is little or no control over the number of clients, duration and frequency of incidents or how individuals choose to express their emotions. Enforcement activities can be very sensitive and may result in a very emotional or hostile reaction and interaction from those involved. Where clients believe that their livelihood is being threatened, there are strong emotional reactions and persons tend to act first and think of the consequences later. Every incident must be assessed independently and the incumbent has no way of predetermining public or individual reaction to enforcement interventions. Diplomacy is required often to deflect criticism directed at other programs and to avoid disclosing confidential information.

Psychological/emotional effort is required to deal factually and promptly with sensitive, highly political and controversial issues relating to the development, management and enforcement of the Small Craft Harbours program and to respond to questions presented by representatives of industry related organizations or their legal representatives who have concerns with decisions rendered and other issues, and to explain and defend political and departmental direction, policies and regulations. In many instances, the information that the incumbent is dealing with is very politically sensitive. The interaction with Harbour Authorities, fishing industry representatives, project committees, partners and stakeholders, task groups or individuals creates considerable psychological and emotional pressure due to strong and varied points of view and opposing positions. Individuals making requests in person or by telephone, or in reaction to information provided that is in opposition to their position, can become hostile, abusive, threatening, or very emotional; under these circumstances, it is necessary to keep a professional composure, be empathetic but not become emotional, and bring the issue and conversation to a fruitful resolution. Considerable judgement is required to assess and analyze situations and quickly respond with appropriate solutions to address issues, which causes psychological pressure.

(14) Physical Effort

On a daily basis, the work involves long periods of sitting to read a variety of hard copy and electronic information, to operate a personal computer and to analyze problems and offer suggested solutions.

On a frequent basis, the work involves visiting harbour locations where construction activity is occurring, climbing on and off vessels, wharves and harbour facilities to carry out facility inspections. This requires the provision of protective and safety equipment including safety boots, life jackets, gloves and hard hats.

There is a weekly requirement to attend meetings and stand for long periods of time in directing discussions or to sit for extended periods recording information.

There is a frequent requirement to visit remote harbour locations and communities to attend meetings. This involves prolonged periods of driving alone and sitting in one position, as well as a requirement to travel on helicopters, small planes and vessels.

The work requires stamina and concentration to work extended and irregular hours to meet operational demands and accommodate client needs.

Working Conditions

(15) Work Environment

Psychological Work Environment:

The work is performed in both an office and external environment. There is a continuous requirement to deal with imposed deadlines from the completion of reviews, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, and politically sensitive issues associated with programs and policies.

The work involves attending on site meetings at many varied locations with community groups, Harbour Authorities, and the general public several times a week, many of which are of a sensitive nature and pose a requirement to deal with angry, distressed, and confrontational people in enforcement situations.

Physical Work Environment:

The work involves continuous exposure to noise and frequent interruptions from staff, callers, and visitors, as well as exposure to glare from computer monitors during long periods of keyboarding. The work also involves continuous exposure to harbour and construction sites. The on site work involves continuous exposure to inclement weather, extremes of heat and cold, dust, fumes and noise. Occasionally there is a requirement to climb ladders, board vessels and walk over rough terrain in all weather conditions. There is a requirement to wear safety and protective clothing when visiting construction sites and inspecting harbour facilities.

There is a frequent requirement to work unpredictable and uncontrollable hours to deal with time lines imposed by third party meetings and/or locations. The work involves attending occasional meetings in

sometimes remote harbour locations. Many incidents result from extreme weather conditions and must be inspected and resolved during the event.

The work requires extended periods of driving alone, and in all weather conditions, both day and night.

(16) Risk to Health

Repeated travel on a weekly basis involves driving a vehicle for extended periods of time, often to remote locations during inclement weather and on sub-standard road conditions, causes muscular pain in the back and shoulders, eye strain and fatigue and increases the risk of highway accidents.

Daily exposure to continuous meetings and phone calls, imposed deadlines, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, politically sensitive issues, and uncontrollable hours cause high stress levels that can lead to severe psychological and physical problems.

Visiting remote harbour locations alone and carrying out inspections of unsafe and derelict harbour infrastructure poses a risk to personal safety.

The office work environment is characterized by occasional visits from angry, distressed and confrontational individuals or groups of people that sometimes take over the office for extended periods of time. The unpredictability of this type of working environment leads to stress and anxiety, as such disruptions affect imposed deadlines and client service and increases the possibility of physical confrontations.

There is occasional exposure when confronting individuals or groups of people to carry out enforcement roles. This type of work leads to stress and anxiety, as often such individuals are agitated, threatening and confrontational, and poses the risk of physical harm.

The frequent use of finger and wrist muscles to enter data on a computer keyboard and produce correspondence, reports, environmental screening, contribution documents, can cause muscular pain.

**WORK DESCRIPTION***RELATIVITY***0000001048****Bungay Wayne****Program Officer**

Department/Agency:	Department of Fisheries and Oceans
Section:	
Division:	
Branch:	Small Craft Harbours
Geographic location:	Grand Falls-Windsor (Nfld.)
Security clearance	
Language requirements:	English Essential
Departmental use:	

Immediate supervisor:	Area Chief (0000001044)
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Version: Draft	Date last updated: 2000-2-3
Classification:	
Effective Date of Decision:	
Model identifier:	

Client-Service Results

Program initiatives and advisory services related to the maintenance, operations, and management of harbours in an assigned geographic area to fishing industry stakeholders, the general public, and SCH regional and area personnel.

Key Activities

- X Supports the implementation of national and regional policy, procedures, management and budgetary control for a system of commercial fishing harbours in an assigned geographic area.
- X Delivers DFO's Harbour Authority initiative for all commercial fishing harbours through the establishment of Harbour Authorities.
- X Coordinates and provides training for Harbour Authorities.
- X Makes recommendations to Harbour Authorities on issues beyond their realm of expertise including legal, business, financial, management, operational, and enforcement issues, and on harbour maintenance and development.
- X Monitors the operations of Harbour Authorities to ensure compliance with the terms and

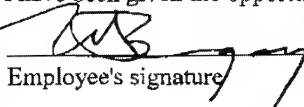
Program Officer (0000001048)

P.1

- conditions of their lease agreement for harbour management and determines needed interventions and strategies.
- Conducts financial, operational, and environmental reviews of the operations of Harbour Authorities and recommends appropriate actions.
- Provides consulting/advisory services to Harbour Authorities concerning their roles in the management and operations of harbours and gives direction to Ministerially appointed Harbour Managers.
- Negotiates and approves individual Harbour Authority business plans and budgets, and provides specific advice regarding financial statements and business proposals for projects.
- Negotiates, drafts and issues licences to all commercial harbour users in DFO managed harbours.
- Participates in the negotiation of leases to commercial/industrial users of DFO managed property in scheduled harbours.
- ① → • Assists the Area Chief in the implementation and management of Small Craft Harbours maintenance and development program.
- Undertakes management and enforcement activities associated with the operation of real property and facilities.
- Provides recommendations to the Area Chief on the divestiture of commercial fishing harbours not intended for harbour authority management, and on facilities administered by Harbour Authorities but surplus to the fishing industry needs.
- Identifies real property requirements and recommends the acquisition to the Area Chief as needed for the management and operation of commercial fishing harbours.
- ② → • Identifies the need for and produces Environmental Screening and Assessment Reports for projects in accordance with the Canadian Environment Assessment Act.

Employee's statement:

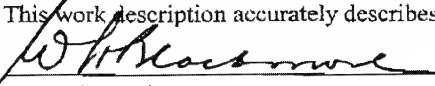
I have been given the opportunity to comment on this work description.


Employee's signature


Date

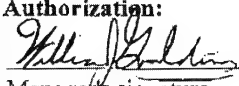
Supervisor's statement:

This work description accurately describes the activities and demands of the position.


Supervisor's signature


Date

Authorization:


Manager's signature


Date

Work Characteristics

Program Officer (0000001048)

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Responsibility

(1) Information for the Use of Others

Provides information and advice to various fishing industry stakeholders, politicians, the general public with respect to the Small Craft Harbours program and policies to assess the impact and to develop options for future harbour management.

Provides advice, guidance and recommendations to area management on management, operations, and maintenance of public harbours to assess the impact and feasibility of various harbour management, operations, and development options. Makes specific recommendations that can affect the livelihood of individual fishers and coastal communities, and impact on fish handling/processing facilities.

Provides advice and disseminates information to incorporated Harbour Authorities, and applies methodologies and standards in such matters as business planning, revenue generation, financial and resource planning and management, tax provisions and reporting requirements, property management, legal and enforcement issues, environmental practices and compliance, liability insurance, legislative obligations, technical matters such as construction standards, specifications and techniques, and administrative matters such as tendering, procurement, contracting for services, inventory control, computer operations and human resource practices to ensure successful operation and economic sustainability.

Gathers, synthesizes, and produces draft ministerial correspondence from a complex variety of information for the Area Chief to respond to specific inquiries directed to the Minister's office.

Researches socio-economic and environmental background information and produces environmental assessment reports for the Area Chief for the approval of projects to ensure compliance with the Canadian Environmental Assessment Act. The reports as approved by the Regional Director are made available for public perusal and critique through the national Habitat Referral Tracking System.

Provides technical advice and assistance to individuals, Harbour Authorities, groups, and the fishing industry on construction and repair projects being considered for structures administered by the Department. This can involve breaking down complicated construction and permitting processes into simpler operations, and is necessary to give Harbour Authorities, individuals, and groups the knowledge and skills they require to successfully complete projects to established regulations, codes, and standards.

(2) Well-Being of Individuals

There is no specific requirement for this.

(3) Leadership of Human Resources

Leads and coordinates multi-disciplinary groups and agencies in meetings, working groups and projects to provide information on programs and policies, and to develop overall management and business plans. Guides incorporated Harbour Authorities in human resource planning including the recruitment of volunteers, students and employees, and consultants required to support the Harbour Authority program. This includes developing work plans and priorities, proposing terms of reference,

evaluating performance and creating alternate plans to accomplish objectives. This is a shared responsibility.

Conducts initial training of new Harbour Authority directors and members on such matters as corporate structure and bylaws, business, accounting, legal, and administrative matters associated with the operation of a Harbour Authority.

Conducts initial training of new persons in the Branch on such matters as corporate structure, administrative practices, business, operational and legal issues associated with the Small Craft Harbours program. This is a shared responsibility.

Provides management and operational guidance and training in accounting principles and procedures to incorporated recipient groups that have assumed responsibility of Federal harbours formerly under government jurisdiction. This is a shared responsibility.

Assigns and manages the work of Harbour Managers and Enforcement Officers through the development of work plans, performance reviews, and the determination of remuneration for services rendered. This is a shared responsibility.

Facilitates and chairs public meetings in communities to establish Harbour Authorities. Explains the management and operational concepts of Harbour Authorities including departmental and Harbour Authority responsibilities.

Guides incorporated Harbour Authorities in the development of a management plan which includes work plans, revenue generation, and maintenance and services programs. This is a shared responsibility.

(4) Money

BUDGETING

Participates in aspects of budget preparation and management including providing recommendations for the Area budget, providing financial advice and making recommendations for prioritization of projects, including cost benefit and risk analyses. Plans, costs and budgets for harbour operations and maintenance activities. On an ongoing basis monitors project status; reallocates funds within budget to compensate for changes; and conducts financial planning, forecasting and reporting. Provides advice and recommendations to incorporated harbour authorities and recipient groups on preparing and managing operational budgets to ensure their successful operation and long term sustainability.

MANAGING MONEY FLOW

Determines and negotiates commercial lease and licence annual rents with private commercial operators based on Treasury Board guidelines and market value appraisals. Monitors and tracks commercial leases and licences issued and payments received, advises the Area Chief on outstanding accounts and takes the appropriate enforcement action. Solicits financial contributions from other Federal, Provincial, and private sources for cost-shared projects with incorporated harbour authorities and recipient groups to reduce the demand on Small Craft Harbours budget. Provides advice and recommendations to incorporated harbour authorities on devising service fee schedules, determining commercial sub-lease rent and licence fees, and collection of accounts based on specific site and local market conditions and knowledge of other harbour operations.

SPENDING

Identifies, tenders, awards and administers maintenance and service contracts within allocated budget.

Awards contracts, verifies goods and or services are received and approves progress claims and final invoices for payment. Commits funds and recommends paying out funds under contractual agreements. Purchases goods and services using government credit cards issued in incumbents' name and accounts for all expenditures. Provides advice and recommendations to incorporated harbour authorities and recipient groups on tendering and contracting for goods and services, processing claims and invoices, and auditing requirements.

(5) Physical Assets and Products

Operates and provides minor maintenance of real property, harbour infrastructure and related equipment used by the commercial fishing stakeholders and the public in harbours that are managed directly by Small Craft Harbours, and minor maintenance at those sites under lease to Harbour Authorities. These assets are extremely valuable and very difficult to replace due to budget limitations and program inflexibility due to commitments to other projects.

Takes temporary custody of, and protects seized evidence gathered during investigations, to be used by the Crown during prosecution. This time sensitive evidence cannot be replaced.

Operates and maintains assets included in own work such as a government vehicle, personal computer, cellular telephone, office furniture, files, supplies, and software. With the exception of the vehicle these assets are not used by other staff and can be replaced, but at a considerable cost.

(6) Ensuring Compliance

As an enforcement officer pursuant to the Fishing and Recreational Harbours Act and Regulations, conducts routine inspections of harbour usage including that of fishers, commercial operators, lessors, and the general public to ensure compliance with regulations related to real property and environment issues, in order to ensure the safety of all harbour users and the general public and to protect the environment and harbour infrastructure. Compliance and enforcement activities are performed by examining a wide range of various options and statutes available to determine the most appropriate course of action. Duties require examining complaints, taking evidence, issuing warnings and recommending whether to pursue prosecution, and providing sworn testimony. Responsibility is shared and may require supervisor and senior management involvement.

Conducts on-site reviews and evaluations of Harbour Authorities' business and real property management practices to ensure compliance with and enforcement of the Fishing and Recreational Harbours Act, and the Small Craft Harbours' lease in order to protect the interests of the general public and fishing industry stakeholders in terms of safety and non-discriminatory public access. Depending on the degree of non-compliance, using own judgement and established precedents and practices, negotiates corrective action. Consults with supervisor regarding difficult situations.

Conducts on-site reviews to ensure Harbour Authorities are in compliance with the Provincial Labour Act, Worker's Compensation Act, Canada Corporation Act, Revenue Canada Taxation re: employee benefits and Harmonized Sales Tax. Negotiates compliances schedules and implementation of corrective action for violators using own judgement, precedents, and established practices. This is a shared responsibility.

Ensures that minor maintenance activities comply with the Canadian Environmental Assessment Act, Fisheries Act, Navigable Waters Protection Act, and provincial environmental regulations. The responsibility is shared. Failure to ensure compliance could result in legal action being initiated against

the Crown and/or incumbent.

Conducts Environmental Screenings on lease agreements with Harbour Authorities and the fishing industry or other users of federal property to ensure compliance with the Canadian Environmental Protection Act.

Skills

(7) Job Content Knowledge

Knowledge of negotiation principles and techniques and practices to effectively conclude initiatives and agreements with clients.

Knowledge of principles, practices, and techniques of leadership to effectively provide and coordinate the efforts of diverse groups towards common goals.

Knowledge of problem solving techniques with an ability to analyze issues and develop innovative and viable solutions is required when investigating problems and advising Harbour Authorities on property management, business and legal issues.

Knowledge of enforcement including investigative techniques and legal processes associated with the application of the Fishing and Recreational Harbours Act and Regulations, maritime, contract, tort and common law is required to carry out enforcement duties, investigate claims against the Crown and to provide specific advice to Harbour Authorities, the general public and management on land control and enforcement issues.

Knowledge of the principles and practices associated with real property management as it relates to custodial Federal property, including legal, administrative, and management techniques, procedures, and responsibilities is required to effectively operate harbours and to provide specific advice to Harbour Authorities.

Knowledge of real property acquisition and disposal methods including legal and property terminology; methods and procedures and the ability to read and interpret survey plans, deeds and descriptions in order to address client and legal requirements for management of harbours and implementation of construction projects.

Knowledge of harbour standards, regulatory requirements, facility inspection techniques and construction methodologies, including the ability to read and interpret construction drawings and specifications in order to analyze situations and provide advice to Harbour Authorities, management, contractors, consultants and regulatory agencies. Knowledge of project management, planning, implementation, critical time line analysis, negotiation approaches, and report writing to manage a minor maintenance program.

Knowledge of principles, practices, authorities and accountabilities of the financial process for budgeting, managing money flow, and expending funds for goods and services, and to exercise financial control over allocated budget.

Knowledge of financial review procedures, standards, and reports to conduct reviews of Harbour Authority activities.

Knowledge of financial accounting systems, including payroll taxation remittance procedures to train Harbour Authorities in accounting practices and record maintenance.

Knowledge of various options of revenue generation is required to advise Harbour Authorities on becoming financially viable businesses..

Knowledge of computer software, the internet and data entry programs, in order to gather information, prepare correspondence, produce reports and input data.

Knowledge of communication practices and techniques to prepare public presentations and written reports.

Knowledge of methods, techniques and practices required to conduct environmental screenings and assessments to ensure program compliance with federal and provincial environmental legislation.

Knowledge of inventory control and accountability standards to ensure asset utilization is managed and used for its intended purpose.

Knowledge of investigative techniques to ensure enforcement and evidence gathering procedures are conducted correctly and legally.

(8) Contextual Knowledge

WORK UNIT

Knowledge of the mandate and priorities of Small Craft Harbours' related to safety issues, harbour development and the reduction of operating expenditures through major devolution exercises and new business arrangements with clients through the Harbour Authority initiative.

Knowledge of administrative procedures and budgeting processes are required to deliver the maintenance/construction and operations program through a variety of initiatives.

Knowledge of the respective roles of regional staff on all management and operational issues is important in developing effective working relationships and providing a unified approach to issues.

Knowledge of collective agreements, travel directives, standards, procedures, guidelines and unit culture to conform to established practices.

Knowledge of the regional protocols respecting the media to ensure that the region conveys accurate information..

DEPARTMENT

Knowledge of the structure, roles, functions and responsibilities of the department, its objectives and priorities in support of the departmental vision and oceans strategy initiative in order to provide informed advice and recommendations to Harbour Authorities.

Knowledge of departmental policies, contacts and points of reference is required in order to understand changes within the fishing industry that will impact on the Small Craft Harbours' mandate and program initiatives.

Knowledge of the interaction between branches such as finance, communications, personnel, informatics, contracting, habitat management, and their advisors and directors to ensure contact is made with the person(s) responsible for any particular component of an initiative to ensure information

is received in a timely manner.

OTHER DEPARTMENTS

Knowledge is required of the roles and responsibilities of other Departments and their mandates, organizational structures, programs, culture, policies and regulations including Public Works and Government Services Canada and Treasury Board of Canada for administering minor maintenance projects; Industry Canada in terms of the creation and incorporation of Harbour Authorities; and other Departments such as the RCMP, Environment Canada, Transport Canada, Revenue Canada Taxation for enforcement and regulatory issues.

Knowledge of Human Resources Development Canada programs is required to access financial and human resources to assist in furthering the aims of Harbour Authorities through the development of partnership arrangements.

CANADIAN PRIVATE AND OTHER PUBLIC SECTORS

Knowledge of the roles, responsibilities, and programs of provincial departments, municipal governments and officials to provide assistance and consultation on the Harbour Authority and divestiture initiatives.

Knowledge of the political, cultural, and socio-economic status of the communities in the assigned portfolio to facilitate in the planning for the implementation of a Harbour Authority or divestiture initiatives, and for ongoing service delivery.

Knowledge of local politicians, special interest groups and the identity of community leaders to seek and provide consultation on program issues.

Knowledge of the trends and developments in the fishing industry that will impact on the Small Craft Harbours' initiatives, in order to forecast changes in the management options and levels of service required for commercial fishing harbours.

LEGISLATION/REGULATIONS

Knowledge of the content and underlying principles and intent of the following Acts and Regulations, as they apply to management and operation of real property and facilities, and to be able to minimize risks and to formulate a due diligence legal defence in the event of a personal prosecution for violations of specific statutes and against civil suits:

Fishing & Recreational Harbours Act and Regulations

Fisheries Act

Oceans Act

Financial Administration Act

Treasury Board Regulations

Canadian Environmental Protection Act

Canadian Environment Assessment Act

Criminal Code of Canada

Navigable Waters Protection Act

Canada Business Corporations Act
Canada Labour Code and Regulations
Federal Real Property Act and Regulations
National Building Code of Canada
National Fire Code of Canada
Canada Shipping Act
Small Fishing Vessel Regulations
Various provincial acts and regulations

(9) Communication

COMMUNICATION OUT:

Presentation and public speaking skills are required when articulating policy information, reports, and recommendations to fishing industry stakeholders and public clients and in the formation of Harbour Authorities. This often requires interpreting policy in order to present arguments and dissuade individual biases as well as explaining and altering specialized legal and technical terminology so that it can be fully comprehended by various audiences.

Verbal and presentation skills are required to negotiate leasehold interests with incorporated groups and commercial operators. This requires skill in interpreting Treasury Board guidelines and explaining specialized legal terminology in order that information can be fully comprehended by the lessee. This requires skill to negotiate and persuade the lessee with respect to specific clauses in the lease, lease boundaries, and lease rates.

Writing skills are required to prepare correspondence to clients and to prepare various reports, draft ministerial correspondence and fact sheets. This requires skill in interpreting information and explaining complicated and sensitive issues.

Verbal skills are required to present the assigned functions in the wide ranging consultations with client groups, regional officials, and other government departments to explain policies, priorities and activities, negotiate issues, obtain input and gain agreement and cooperation to handle sensitive situations. Depending on the client groups, the message must be altered and simplified in order to be understood and effective.

Written and verbal skills are required to provide information to various fishing industry stakeholders, politicians, and the general public with respect to the Small Craft Harbours program and policies. This often involves explaining complicated policies, procedures, and standards which involves transforming information into alternate terms in order that it can be fully understood by a varying audience.

Verbal, written, and presentation skills are required to train incorporated Harbour Authorities in such matters as business planning, revenue generation, financial record keeping, and technical matters such as construction standards, specifications, tendering. This involves breaking down complicated financial and construction processes into simple, understandable steps and is necessary to give Harbour Authorities the knowledge and skills they require to develop and maintain good financial and construction practices.

COMMUNICATION IN:

Listening skills to interpret inquiries from clients who have difficulty understanding program related issues to determine their exact requirements and providing them the correct information. Observation skills to read between the lines when conducting public information sessions and to adjust delivery to the respective mood of the audience. Reading skills to gather and synthesize information written in legislative and regulatory language to draft responses to people having different requirements and levels of interpretation. Reading skills to digest information and demands from groups or individuals and review proposed responses to ensure that they contain accurate information.

(10) Motor and Sensory Skills

In the course of travel and performance of duties, there is a requirement for dexterity and coordination to embark and disembark vessels, and land vehicles while carrying equipment, and to inspect harbour infrastructure under unsafe conditions due to climate conditions, unsafe structures, and slippery conditions cause by the marine environment.

Manual dexterity and coordination skills are required for the daily operation of a computer keyboard in the preparation of correspondence, reports and inputting data. Dexterity is required to operate other office equipment such as photo copiers, fax machines and cellular telephones.

Physical dexterity, hand-eye coordination and concentration are required to drive land vehicles on a daily basis, often in inclement weather, poor road conditions, and during darkness.

A keen sense of smell is occasionally required to observe and address operational risks or compliance problems with respect to combustible or hazardous substances.

Effort**(11) Intellectual Effort**

Applying strategies, practices and approaches to govern the negotiation and consultative processes with fishing industry stakeholders and the public involved in the implementation of the Harbour Authority policy. The work is performed under departmental time line pressures to achieve imposed goals, and involves dependence on other government departments and agencies, client pressures for information, conflicting stakeholders interests and changing policy interpretations.

Analyses and evaluates the associated business and operational plans of the established Harbour Authorities to evaluate their effectiveness from a management, operational, business, and legal perspective and implementing corrective measures through consultation or direct intervention. This work is performed under time line pressures imposed by the department, individual biases against the department, and client reluctance to change or comply with directives.

Negotiates the resolution of differing interpretations as they arise in the administration of harbour authorities, including enforcement procedures, data collection, and collection of revenues from fees and services. The work is occasionally performed without the benefit of established practices and precedents and without the availability of human resources required to meet imposed goals and deadlines.

Intellectual effort must be applied in the management of a minor maintenance program to analyze requirements for program expenditures, prioritize project requests for funding, and for the preparation of project proposals, plans and specifications. The work is performed under time line pressures imposed by the department and clients, weather and climatic conditions, and the dependence on other government departments and agencies. There is a constant requirement to analyze an on-going number of project requests to seek or create solutions from a large number of options, and to make funding recommendations with limited program funding.

Develops strategies and options unique to each situation in order to conduct sensitive negotiations with client groups regarding the management and the identification and initiation of divestiture of real property. The work is performed under departmental time line pressures to achieve imposed goals, dependence on other government departments and agencies, client pressures for information and legal interpretations, conflicting stakeholders interests, and negative public opinion against overall government fiscal restraint and perceived downloading policies.

Analyzes requirements for harbours and facilities in communities, judges and assigns relative priorities and develops short and long-term construction, maintenance and operational programs. Recommendations and decisions consider competing interests for limited funding, feasibility of proposals from harbour users, communities, environmental, economic, social and political consequences, and conflicting needs or demands of user groups.

Make decisions on short term harbour maintenance program requirements. Decisions must consider safety issues and associated priorities, the impact on communities, harbour users, and the fishing industry.

(12) Sustained Attention

The work requires long periods of sustained attention when operating a motor vehicle in order to concentrate on the road while driving under stressful factors such as wildlife, night driving, and adverse weather conditions. There are frequent interruptions with calls from cellular telephones which increase the risk of accidents. This work takes up to twenty percent of the incumbent's time on an ongoing basis, due to the geographic size of the area of responsibility.

The requirement to sustain attention while attending public and internal business meetings as a leader and participant is required to comprehend and interpret information and to contribute effectively to a variety of complex initiatives and concerns. These activities consume twenty percent of the available time.

Long periods of sustained attention is required to review financial records where errors have occurred in order to locate and take corrective action. This activity consumes five percent of available time.

(13) Psychological/Emotional Effort

Psychological/emotional effort is needed to remain impartial and composed while providing information services to irate clients who are objecting to decisions. There is no control over the number of clients or how they will choose to express their anger.

Psychological/emotional effort is needed to remain impartial and composed while carrying out enforcement duties involving upset clients who are not in compliance with the law. There is no control over the number of clients or how they will choose to express their anger.

Psychological/emotional effort is required to put aside personal beliefs and maintain composure when articulating, defending and implementing views that may not be one's own. There is little or no control over the duration and frequency of incidents.

Psychological/emotional effort is needed to meet work requirements that entail frequent absences from home and family with very little control over the occurrence, duration, and frequency.

(14) Physical Effort

On a daily basis, the work involves long periods of sitting to read a variety of hard copy and electronic information, to operate a personal computer and to analyze problems and offer suggested solutions.

On a frequent basis, the work involves visiting harbour locations where construction activity is occurring, climbing on and off vessels, wharves and harbour facilities, walking over uneven and slippery surfaces to carry out facility inspections. This requires the provision of protective and safety equipment including safety boots, life jackets, gloves and hard hats.

There is a weekly requirement to attend meetings and stand for long periods of time in directing discussions or to sit for extended periods recording information.

There is a frequent requirement to visit remote harbour locations and communities to attend meetings. This involves prolonged periods of driving alone and sitting in one position, as well as requirement to travel on helicopters, small planes and vessels.

The work requires stamina and concentration to work extended and irregular hours to meet operational demands and accommodate client needs.

The work requires the occasional lifting and carrying of heavy loads such as construction materials and equipment such as motors, winches, and office equipment for a short distance.

Working Conditions

(15) Work Environment

The work is performed in both an office and external environment. The work involves continuous exposure to noise and frequent interruptions from staff, callers, and visitors, as well as exposure to glare from computer monitors during long periods of keyboarding. There is a continuous requirement to deal with imposed deadlines from the completion of reviews, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, and politically sensitive issues associated with program policies.

The work involves attending on site meetings at many varied locations with community groups, Harbour Authorities, and the general public several times a week, many of which are of a sensitive nature and pose a requirement to deal with angry, distressed, and confrontational people.

The work also involves continuous exposure to harbour and construction sites. The on site work involves continuous exposure to inclement weather, extremes of heat and cold, dust, fumes and noise. Occasionally there is a requirement to climb ladders, board vessels and walk over rough and slippery

ter in all weather conditions. There is a requirement to wear safety and protective clothing when visiting construction sites and inspecting harbour facilities.

There is a frequent requirement to work unpredictable and uncontrollable hours to deal with time lines imposed by third party meetings and/or locations.

The work requires extended periods of driving alone, and in all weather conditions, both day and night.

(16) Risk to Health

Repeated travel on a weekly basis involves driving a vehicle for extended periods of time while exposed to wildlife on highways, inclement weather and on sub-standard road conditions, often in remote locations. This activity may cause muscular pain in the back and shoulders, eye strain, and fatigue, and increased risk of highway accidents.

Daily exposure to continuous meetings and phone calls, imposed deadlines, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, politically sensitive issues, and uncontrollable hours cause high stress levels that can lead to severe psychological and physical problems.

Visiting remote harbour locations alone and carrying out inspections of harbour structures and structurally unsafe facilities poses a risk to personal safety.

The office work environment is characterized by occasional visits from angry, distressed and confrontational individuals or groups of people. The unpredictability of this type of working environment leads to stress and anxiety, as such disruptions affect imposed deadlines and client service and increases the possibility of verbal confrontations.

There is occasional exposure when confronting individuals or groups of people to carry out enforcement roles. This type of work leads to stress and anxiety, as often such individuals are agitated, threatening and confrontational, and pose the risk of physical harm.

The frequent use of finger and wrist muscles to enter data on a computer keyboard and produce correspondence, reports, environmental screening, and contribution documents, can cause muscular pain.

The external work environment is characterized regularly by exposure to angry, distressed, and confrontational individuals and groups at meetings, and during on-site visits to harbours. The unpredictability of this type of working environment leads to stress and anxiety as often such individuals or groups are agitated, threatening and confrontational, and pose the risk of physical harm.

RATIONALE — Program Officer

Position Number: 1046, 1047, 1048, 22172, 1056, 21019
Position Title: Program Officer
Branch/Division/Section: Small Craft Harbours
Region: Newfoundland
Location: Various
Supervisor: Area Chief
Supervisor's Position #: Various
Supervisor's Level: PM-05

Background:

The subject position (SP) was last reviewed in 1994, which resulted in reclassification of the position from PM-02 to PM-03.

Consultation with the Director, SCH, the three Area Chiefs and the six incumbents of the Program Officer positions (February 1, 2001) suggests that the job has changed significantly. While the core duties of the position remain substantially the same, responsibility has expanded in several areas coincident with the government-wide emphasis on issues such as Occupational Safety and Health, and, Environmental Protection. In terms of occupational safety and health, the SP is now responsible not only for ensuring that good safety practices, are followed (i.e. inspection) but that local stakeholders (i.e. Harbour Authorities, Harbour Masters, harbour users, etc.) adopt a proactive "safety culture". Influencing the existing attitudes requires persuasion, education and co-operation. The responsibility for safety, as well as maintenance, was previously delegated to PWGSC. In the area of environmental protection, Program Officers are now responsible for identifying, encouraging and fostering concepts such as recycling and "first response". Perhaps the area of greatest change in the Newfoundland Region, is related to the growing maturity of the Harbour Authorities concept. This concept was first introduced approximately 1991; however, it is only in recent years that it is realizing its' full potential. Harbour Authorities have grown in number to 143 and are expected to further increase to approximately 300.

The expanded Program Officer role dictates that incumbents serve as counsellor and advisor to Harbour Authorities in terms of strategizing appropriate harbour construction, maintenance and development, in consideration of competing interests for limited funding, feasibility of proposals from harbour users and communities, as well as environmental, economic, social and political consequences. The Program Officer then acts as liaison/advocate/negotiator/departmental representative for proposals, making verbal and written presentations to the Area Chief or to other government departments (i.e. ACOA, PWGSC, HRDC and Industry Canada) for funding and/or labour (Area Chiefs confirm that Program Officers have been delegated responsibility for direct negotiations with OGDs.).

In real terms, advice and counsel might take the form of:

- Recommendations/decisions to create a Harbour Authority in one community versus other contiguous communities, the effect of which is to draw marine/economic activity to the site as a result of the improved infrastructure, and, to create employment needed

to maintain that infrastructure. Such decisions are politically and economically sensitive in that communities compete for limited infrastructure;

- negotiating with other Branches of DFO to allow Harbour Authorities to adopt new/innovative initiatives such as contracting local fishers to place and remove aids to navigation, or, to acquire "spill booms" to allow members of the community to clean up small spills of hazardous waste - impact on employment, environment and limited departmental resources; or,
- recommending wharf extensions which allow larger/foreign vessels to use the harbour facilities, which in turn brings monies to the community, not only in terms of berthage fees, but also to local retailers (i.e. purchases of gas and supplies, repairs, hotels, etc.).

The foregoing examples are representations only, not an exhaustive list, of a wide variety of activities in which the Program Officer may be involved. The social and economic advantages to Newfoundland outport communities impacted by the loss of the Northern Cod fishery and the resulting out-migration of residents must be considered significant.

In the context of the PM Classification Standard, this expanded role increases the requirement for General Administration Knowledge, and results in a positive change to the Nature of Responsibility for the Contacts Factor.

Category Allocation: Administrative & Foreign Service

Category definition (occupational groups engaged in planning, execution, conduct and control of programmes serving the public interest and the requirements of internal management in the Public Service of Canada); and Inclusion # 2 in that the SP is responsible for providing program support and advice related to the maintenance, operation and management of harbours.

No exclusions apply.

Group Allocation: Programme Administration

Group definition (i.e. The planning, execution and control of programs directed toward the public) and Inclusion # 1.

No exclusions apply.

Knowledge	C2	224	
<ul style="list-style-type: none"> Program & Specialized Technical 			
<p>The work requires knowledge of a variety of acts and regulations including the Fishing and Recreational Harbours Act, Canada Business Corporations Act, Fisheries Act as well as the principles, practices and techniques relating to various rules and procedures i.e. budgeting, accounting systems, real property acquisition and disposal, leases, facility inspection and maintenance techniques and practices, construction methods, revenue generation and control, and assets management.</p> <p>> BM 28, District Licensing Administrator at degree B</p> <p>< BM 9, Advisory & Monitoring Officer at degree D, in that the BM requires knowledge of Excise Tax Act and regulations, Bankruptcy Act and various federal and provincial statutes to develop operational policies, directives and provide guidance to regions. A knowledge of revenue accounting and auditing techniques, systems, procedures and practices is required to develop/adapt systems and procedures in response to legislative changes.</p> <p>= BM 17, Benefit Programs Officer at degree C</p>			
<ul style="list-style-type: none"> General Administration 			
<p>The work requires knowledge of administrative procedures such as tendering, procurement, contracting for services, inventory control, computer operations and human resources practices to administer maintenance and service contracts and to provide advice and guidance to Harbour Authorities, Harbour Managers and Enforcement Officers.</p> <p>> BM 17, Benefit Programs Officer at degree 1, in that the BM only requires knowledge of financial authorities governing travel, printing and publications.</p> <p>< BM 2, Airport Manager, Victoria at degree 3, in that the BM requires knowledge of various administrative practices and procedures to manage the operation of a major airport, a staff of 34 through 3 subordinate supervisors and 21 contracted employees (who provide maintenance and security support).</p>			
Decision Making	B2	146	
<ul style="list-style-type: none"> Scope 			
<p>Decisions and recommendations are made with respect to maintenance, operations and management of harbours within established guidelines. Advice and guidance is provided to Harbour Authorities, area management and fishing industry stakeholders. Initiative and judgement are required to resolve disputes between Harbour Authorities and harbour clients over service and maintenance issues and to intervene in the operation of Harbour Authorities in cases of non-compliance with the terms and conditions of their agreement.</p> <p>> BM 28, District Licensing Administrator at degree A</p> <p>< BM 2, Airport Manager, Victoria at degree C</p> <p>= BM 17, Benefits Program Officer at degree B</p>			
<ul style="list-style-type: none"> Impact 			

<p>Decisions and recommendations impact on the effectiveness of harbour operations and the levels of service to harbour users in the area.</p> <p>< BM 8, Chief, Passenger Terminal Operations at degree 3</p> <p>= BM 17, Benefit Programs Officer at degree 2</p>			
Operational Responsibility	C	40	
<p>The work requires assessing the effectiveness of harbour operations, providing advice and guidance to Harbour Authorities, identifying areas of concern and providing training when necessary. It also involves recommending procedural and policy changes to the Area Chief or SCH Regional Managers when appropriate.</p> <p>> BM 28, District Licensing Administrator at degree B</p> <p>< BM 14, Regional Manager, Investigation and Control at degree D</p> <p>= BM 17, Benefit Programs Officer at degree C</p>			
Contacts	3	110	
<p>The SP consults with fishing industry stakeholders, officials of other government departments and with public clients to interpret and explain policies, to exchange information and to negotiate agreement and cooperation on sensitive political, economic and social issues.</p> <p>> BM 28, District Licensing Administrator at degree 2</p> <p>< BM 7, Tariff Classification Policy Specialist at degree 4, in that the BM has contact with business and trade associations to solicit their cooperation in order to develop Customs policy; with officers of the Department of Finance to negotiate new and amended tariff legislation and interpretations of considerable significance to Canadian industry; and, with Canadian and foreign manufacturers, importer and trade associations to determine the affects of new tariff items and ensure their feasibility prior to developing Regulations and guidelines for the implementation of changes to Customs legislation.</p> <p>= BM 2, Airport Manager at degree 3.</p>			
TOTAL	520	PM-04 (501 - 610)	

Rationale prepared by Fitzpatrick Consulting

Boudreau, Mireille

Sydney OK

From: Boudreau, Mireille
Sent: Monday, December 17, 2001 2:02 PM
To: Hartinger, Lisa

Importance: High
Sensitivity: Confidential

#1. Please pull the following 2 positions files, and set them aside with this email, as we will very soon be processing:

- changes in reporting relationships
- positions reclassifications PM-03 to PM-04:

<u>Vacant (ongoing competition):</u>	<u>Region:</u>	<u>New reporting Relationship to:</u>
27261	Maritimes	ENG-04 27831 Mike Britten (AD's Office org, Sydney, NS)
27262	Maritimes	ENG-04 27840 Vacant (AD's Office org, Yarmouth, NS)

The changes in reporting relationships and the position reclassifications are effective retroactive to the date that these Business Managers positions were created.
"AD" stands for "Area Director".

#2. Please pull the following 11 position files, and set them aside with this, as we will very soon be processing:

- changes in reporting relationships
- positions PM-03 to PM-04 reclassifications
- incumbent PM-03 to PM-04 reclassifications

<u>Incumbered posn:</u>	<u>Region:</u>	<u>Incumbent:</u>	<u>New reporting Relationship to:</u>
13665 13667	Gulf	A. Noel	ENG-04 27838 Vacant (AD's Office org, Tracadie, NB) —
org, Ch'town, PEI)	Gulf	J. Kelly	Stays PM-05 7388 Morriscey (AD's Office
✓ 13666	Gulf	D. Thibodeau	Stays PM-05 7388 Morriscey (AD's Office
org, Ch'town, PEI)			
✓ 13668	Gulf	R. Duplessis	ENG-04 27838 Vacant (AD's Office org, Tracadie, NB) —
✓ 13669	Gulf	J. Garnett	ENG-04 27832 Vacant (AD's Office org, St. Andrews, NB) —
✓ 13670	Gulf	T. Chiasson	ENG-04 27839 Vacant (AD's Office org, Antigonish, NS) —
✓ 13671	Gulf	P. MacDonald	ENG-04 27839 Vacant (AD's Office —
org, Antigonish, NS)			
✓ 13672	Maritimes	W. Hall	ENG-04 27840 Vacant (AD's Office org, Yarmouth, NS) ✓
✓ 13673*	Maritimes	A. Sweeney	ENG-04 27840 Vacant (AD's Office org, Yarmouth, NS) —
✓ 13674*	Maritimes	W. Newman	ENG-04 27831 Mike Britten (AD's Office org, Sydney, NS) —
✓ 20612	Maritimes	W. Malloy	ENG-04 27840 Vacant (AD's Office org, Yarmouth, NS) —

(*I have 13673 and 13674 with me already.)

#2 is effective April 1, 2001.

SPECIAL NOTE:

i) **We do classification actions for positions in the Gulf. You will be co-ordinating with our counterparts in the Gulf (Moncton, NB) - Patricia Gaudet is the HR Advisor 506-851-6960 (I can't recall her assistant's name). If the position files for the Gulf positions are not in our file room, they are likely with Pat in Moncton. We can still do the work from here and just send Pat the paperwork to file. We should co-ordinate with Pat of course.**

ii) **When we do this work (#1), I would like all the paperwork to be on each & every of the relevant position files ok. I'm putting the paperwork together, and we can get together**

when I've got it all in order.

Thank you.

Mrs. Mireille L. Boudreau, B.B.A.

HR Advisor - Conseillère en ressources humaines

Human Resources Branch - Direction des ressources humaines

Fisheries & Oceans Canada - Pêches et Océans Canada

P.O. Box 1035

C.P. 1035

176 Portland Street

176 rue Portland

Dartmouth, NS B2Y 4T3 Dartmouth, (N-É) B2Y 4T3

Phone: (902) 426-2761 Tél: (902) 426-2761

Fax: (902) 426-8910 Téléc: (902) 426-8910

Email/Courriel: BoudreauML@mar.dfo-mpo.gc.ca

Britten, Mike

From: Boudreau, Mireille
Sent: Tuesday, December 04, 2001 5:35 PM
To: Thompson, Peggy; Gaudet, Sandra; vanHelvoort, Gus; Rose, Carol Ann (FHM); Boucher, Rheal; Hanlon, John; Surette, Tim
Cc: Britten, Mike
Subject: Important re Business Managers' re-classifications!

Importance: High
Sensitivity: Confidential

Hi Peggy:

As per your request, here is the copy of the PM-04 Business Managers WD. It is the same for all the Business Managers in the ADs offices in Maritimes Region and Gulf Region. (Pls also see the below as it relates to John Hanlon...I imagine this is what you are already working on.)

Hello ADs with Business Managers:

**** The reason I am addressing this email to you (the ADs) is because, to the best of my knowledge to date, all or most of the new EN-ENG-04 Area Chiefs-SCH positions to which the Business Managers now report, are vacant (pending the outcome of closed competitions or some other staffing action I would suppose). In Gus' case, I expect Mike Britten, would be responding...**

For the sake of initiating the position/incumbent re-classifications from PM-03 to PM-04, please.

#1

- print off 1 copy of the attached WD for each of your BM positions
- (where indicated) sign and date that WD and have the incumbent sign and date same

*For positions that are vacant, only the AD need sign and date those.

Please promptly forward these to me as I can not proceed with working on the re-classifications until I am in receipt of same.

Upon receipt of Mike Britten's ok re the SOQ (he is new so the SOQ is new to him), I will provide you with instructions re step #2 of the incumbent re-classifications process which involves demonstrating that the incumbents are indeed fully qualified for the PM-04.

Please promptly forward the signed WDs. Pls contact me if you have any questions/concerns whatsoever re what I'm asking you to send me.

Thank you very much,
Mireille.

Mrs. Mireille L. Boudreau, B.B.A.

**HR Advisor - Conseillère en ressources humaines
Human Resources Branch - Direction des ressources humaines
Fisheries & Oceans Canada - Pêches et Océans Canada**

**P.O. Box 1035 C.P. 1035
176 Portland Street 176 rue Portland
Dartmouth, NS B2Y 4T3 Dartmouth, (N-É) B2Y 4T3
Phone: (902) 426-2761 Tél: (902) 426-2761
Fax: (902) 426-8910 Téléc: (902) 426-8910
Email/Courriel: BoudreauML@mar.dfo-mpo.gc.ca**

mail to:

RECEIVED

DEC 12 2001

HUMAN RESOURCE OPERATIONS

DeForest, Janice

From: Beaubien-MacLean, Marguerite
Sent: Friday, November 23, 2001 11:28 AM
To: Hanlon, John; vanHelvoort, Gus; Rose, Carol Ann (FHM); Surette, Tim; Boucher, Rheal; Gaudet, Sandra; MacDonald, Roddie A
Cc: Boudreau, Mireille; Langille, Michelle; Gaudet, Patricia; Theriault, Serge; Colbert, Anne; DeForest, Janice; Smith, Heather
Subject: SCH Business Manager

As per Serge's e-mail to you of last week, the following is to confirm that the SCH Business Manager position will be reclassified PM-04 (based on relativity with Nfld). We have the HR request, but no signed WD's nor org charts. The org charts submitted with the request show the positions reporting to the old PM-05 and were unsigned. These need to be updated.

As for effective date, my understanding is that April 1 2001, is the suggested date, which coincides with the creation of the ENG-04 positions. (Given the changing role of the Chiefs - ENG -04, Serge put a case forward that the Business Managers now have a greater role and responsibility in negotiating with Harbour Authorities.).

We need confirmation of the effective date, signed WD's and org charts before proceeding with the reclassification of the positions. As well, please advise if any language or security requirements are to be changed. Once documentation received, TB 330's will be issued, with changes in reporting relationships amended, where required. As for the reclassification of the incumbents, we need a SOQ; however, in consultation with Mireille, suggest you use the SOQ that had been developed for the staffing of the vacant Business Manager and provide a written statement that incumbent meets all of the requirements as identified on the SOQ.

For any additional information, **please contact Mireille for Maritimes and Patricia for Gulf**. Mireille will look after the reclassification of all positions (Maritimes and Gulf) and the reclassification of the Maritimes region incumbents, while Patricia will look after the reclassification of the Gulf region incumbents. Old Chief PM-05 positions will be deleted once they are permanently vacated (do not show these on your org charts, exception PEI maybe).

Thank you for your patience...

Marguerite Beaubien-MacLean
Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Beaubien-MacLean, Marguerite
Sent: Wednesday, September 12, 2001 1:34 PM
To: Hanlon, John
Cc: MacDonald, Donald; Leblanc, Marie; Gaudet, Patricia; Theriault, Serge; Girouard, Maurice; Reedie, Penny; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheal; Gaudet, Sandra; Surette, Tim
Subject: RE: Job Description: Chief, SCH/Assets

I have asked Nfld to send me a copy of the WD . More often than not in cases like these, the duties/responsibilities and the organizational structure are different enough to warrant different classification decisions. We will compare both WD's when we receive Nfld's and advise you of our findings. In the interim, we will not issue the TB 330's.

Marguerite Beaubien-MacLean
Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Hanlon, John
Sent: Wednesday, September 12, 2001 8:50 AM
To: Beaubien-MacLean, Marguerite
Cc: Donald MacDonald; Marie Leblanc; Patricia Ann Gaudet; Serge Theriault; Maurice Girouard; Penny Reedie; Carol Rose; Gus vanHelvoort; John Hanlon; Rheal Boucher; Sandra Gaudet; Tim Surette
Subject: RE: Job Description: Chief, SCH/Assets

Margurite:

Further to my notes yesterday I am aware that the NFLD WD's for these positions have been classified at the PM-04 level. As you may be aware this has been a longstanding issue with Gulf / Maritime staff in these positions. I fully anticipate a classification grievance if the current results stand. Is there an opportunity to review this decision given the NFLD WD's??

If these positions are only a few points from the PM-04 level and the NFLD Positions are PM-04 level it would seem appropriate to take a second look.. When submitting this WD It is my belief that all AD's were anticipating and supporting a PM-04 outcome. I know I was.. Unfortunately in this business you can't ask for what you want you have to roll the dice.

I would certainly support taking a second look at this and ask my fellow AD's to advise you if they support this as well.

John Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893

-----Original Message-----

From: Beaubien-MacLean, Marguerite
Sent: Tuesday, September 11, 2001 9:43 AM
To: Hanlon, John
Cc: Girouard, Maurice; Theriault, Serge; Reedie, Penny; Boudreau, Mireille; Leblanc, Marie
Subject: RE: Job Description: Chief, SCH/Assets

The six Area Directors gave their unanimous support to have this most recent version of the WD classified in today's classification standards (copies of their e-mails were attached to the request from Serge). Despite the fact a previous version of this WD had been classified in April 2000 (grieved but then withdrawn), we agreed to classify it again as it was my understanding that this WD was a more accurate description of the work. The ratings show a strong PM-03 (unchanged).

There is no reason to delay issuing the TB 330, as you are discussing adding new duties, not suggesting that the WD is inaccurate. If you submit yet again for classification review, you will need to clearly identify the additional duties, and the effective date you intend to assign these. We will only look at those and establish whether they are significant enough to warrant another classification review. You will need to ask yourself whether adding new duties makes good business sense, or is intended strictly to achieve a higher classification level.

Marguerite Beaubien-MacLean
Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Hanlon, John
Sent: Tuesday, September 11, 2001 8:10 AM
To: Beaubien-MacLean, Marguerite
Cc: Donald MacDonald; Maurice Girouard; Serge Theriault; Burry, Claude
Subject: RE: Job Description: Chief, SCH/Assets

Hi Marguerite:

Thank you for this. I was surprised and disappointed at the level of the Business Manager's position. I was advised that this position would rate maybe a high PM 04 or even higher. Was the rating a strong PM-03?? Is there an opportunity to adjust here before the TB330's go out.

I believe we should consider adding Real Property responsibilities and in particular give formal OSH duties to these positions.

Maurice what do you think??

John Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893

-----Original Message-----

From: Beaubien-MacLean, Marguerite
Sent: Monday, September 10, 2001 6:27 PM
To: Gaudet, Sandra; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheal; Hanlon, John; Clarke, Alan J (Yarmouth)
Cc: Reedie, Penny; Girouard, Maurice; Leblanc, Marie; Langille, Michelle; Boudreau, Mireille; Surette, Tim
Subject: RE: Job Description: Chief, SCH/Assets

The Area Chief SCH/Assets position has been classified ENG-04. As such it will be established as a new position. The Business Manager positions reporting to it have remained at the PM-03 level. TB330's will be issued to confirm this as well as ensure these positions show under the respective Area Director. But given the backlog due to strike and vacation, it may be a while before we get to it. I thought you would want to know so that you can at least start working on your staffing strategy. Please discuss this with Michelle for the Chief position, and Mireille for the Bus. Manager.

We will be using the attached e-mail as the instructions for reporting relationships and org id's. Marie, if you wish we can issue TB330 for Antigonish and Shediac, but I understand structure for Charlottetown remains as is until further notice. Let me know.

<< File: FW Area Director Model.rtf >>

Marguerite Beaubien-MacLean
Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Beaubien-MacLean, Marguerite
Sent: Thursday, August 09, 2001 9:15 AM
To: Girouard, Maurice; Hanlon, John
Cc: Reedie, Penny; Leblanc, Marie; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheal; Gaudet, Sandra; 'Surette, Tim'
Subject: RE: Job Description: Chief, SCH

The classification level will help in determining if this is a new position or a reclassification. I have not yet seen the WD, but I understand the desire is for an ENG. If the classification ends up an ENG, we would be hard pressed to say that it is the same position with enhanced duties, ie reclassification. For the classification to go from PM to ENG, means a substantial change in the nature of the position, thus meaning a new position. If it stays PM, we need then to look at the changes to determine if substantial enough to call it a new position. If it stays PM but is made up of half the old PM and half the old ENG, it would be a new position, especially where there are current incumbents of both the PM and ENG groups.

If a reclassification, incumbent needs to meet the requirements of the SOQ, but no competition.

If a new position, position is staffed by competition or, if not considered a promotion, can be staffed by deployment, (unless of course we are in a reverse order of merit situation....).

As you can see, there could be many scenarios. First thing is to get the WD classified. Once I receive confirmation from each Area Director, indicating unanimous consent, preferably via a signed WD as per my discussions with Penny and Maurice, we will get a classification decision underway. After that, we can discuss staffing strategy.

Marguerite Beaubien-MacLean
Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Girouard, Maurice
Sent: Wednesday, August 08, 2001 2:27 PM
To: Hanlon, John
Cc: Reedie, Penny; Beaubien-MacLean, Marguerite; Leblanc, Marie; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheal; Gaudet, Sandra; Surette, Tim; Leblanc, Marie
Subject: RE: Job Description: Chief, SCH

Marguerite will enlighten us on this, thanks.

-----Original Message-----

From: Hanlon, John
Sent: August 8, 2001 2:17 PM
To: Girouard, Maurice
Cc: Reedie, Penny; Beaubien-MacLean, Marguerite; Leblanc, Marie; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheal; Gaudet, Sandra; Surette, Tim; Marie Leblanc
Subject: RE: Job Description: Chief, SCH

Maurice / Margurite:

Is it clear yet whether these will be reclassifications where the incumbents meet the SoQ's or are these considered new positions thus requiring competitions??

*John Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893*

-----Original Message-----

From: Girouard, Maurice
Sent: Wednesday, August 08, 2001 2:08 PM
To: Hanlon, John
Cc: Reedie, Penny; Beaubien-MacLean, Marguerite; Leblanc, Marie; Carol Rose; Gus vanHelvoort; Rheal Boucher; Sandra Gaudet; Tim Surette
Subject: RE: Job Description: Chief, SCH

Thanks John. Marguerite feels you could now proceed and do the staffing of that position for your group. Marguerite is now classifying the position but needs your signature on the staffing request which will confirm your agreement. Please proceed, thanks.

-----Original Message-----

From: Hanlon, John
Sent: August 7, 2001 11:42 AM
To: Maurice Girouard
Cc: Penny Reedie; Donald MacDonald
Subject: FW: Job Description: Chief, SCH

Hi Maurice:

This is to confirm that I have reviewed the new work description for the Area Chief SCH and RPAM and concur that it reflects the nature and duties of the position as I understand them to be based on our previous agreement.

*John Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893*

-----Original Message-----

From: Reedie, Penny
Sent: Tuesday, August 07, 2001 9:31 AM
To: Hanlon, John; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Murphy, Mike (BIO); Surette, Tim
Cc: Girouard, Maurice

Subject: RE: Job Description: Chief, SCH

Yes.

Please provide your comments on the WD directly to Maurice, with a copy to me. The WD should accurately reflect the nature and duties of the position.

I will arrange with Regional HQ to review the new WD, compare it to the existing one, and advise on any classification change.

I would also appreciate your earliest attention to this initiative .

Thanks everyone.

Penny

-----Original Message-----

From: Hanlon, John
Sent: August 7, 2001 9:02 AM
To: Reddie, Penny
Cc: Maurice Girouard
Subject: RE: Job Description: Chief, SCH

Hi Penny:

Got a note on Aug 01 from Maurice asking AD's to submit the WD to their respective regions for classification and staffing.

If we do this it may mean each region would be classifying the new wd independently. Is there a way to avoid this??

*John Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893*

-----Original Message-----

From: Reddie, Penny
Sent: Thursday, August 02, 2001 10:32 AM
To: vanHelvoort, Gus; Murphy, Mike (BIO); Rose, Carol Ann (St. Andrews); Surette, Tim; Hanlon, John
Subject: Job Description: Chief, SCH

Any comments on the draft description?

I'd like Maurice to send it to HR for classification as soon as Area Directors agree that the document reflects the actual work to be done and the skill sets required to do it.

Penny



Bandpass.

Mireilly
 This is an old C.C.C. Chart
 New in New Orleans & Paris
 New C.C.C. Chart - OK
 S. yard of C.C.C. - OK
 but that's not what ships were for.

RECEIVED

JUL 05 2001

HUMAN RESOURCE OPERATIONS

Gus van Helvoort 6/4/01 Date

Date _____

Neil Bellafontaine Date 6/7/01

Date _____

HUMAN RESOURCES SERVICE REQUEST

DEMANDE DE SERVICE EN RESSOURCES HUMAINES

1. BASIC INFORMATION / RENSEIGNEMENTS GÉNÉRAUX

Directorate/Branch/Division - Direction générale/Direction/Division		Designator or Station N° - Sigle ou numéro de poste de courrier	
Financial Code - Codage Financier <i>AD Office - Sydney</i>			Position Location - Lieu du poste <i>Sydney, NS</i>
Position N° - N° du poste <i>13674</i>	Group/Level - Groupe/Niveau <i>PM-03A-04</i>	Position Title - Titre du poste <i>Business Manager, SCH</i>	
Position N° of supervisor N° du poste du surveillant <i>27831</i>	Name and title of supervisor - Nom et titre du surveillant <i>Mike Butten, Area Chief - SCH</i>		Telephone N° - N° de téléphone <i>902-564-2596</i>

2. **CLASSIFICATION** (Action Requested / Action Demandée)

<input type="checkbox"/> New Indeterminate Position Nouveau poste indéterminé		Effective Date Entrée en vigueur Y-A M D-J		<input type="checkbox"/> New Term Position Nouveau poste déterminé		From - De Y-A M D-J		To - À Y-A M D-J		Position identical/similar to Poste identiques/similaire à <i>various incl.</i> <i>13672</i>	
<input checked="" type="checkbox"/> Reclassification		Effective Date Entrée en vigueur Y-A M D-J <i>2001 04 01</i>		<input type="checkbox"/> Term Position Extension Prolongation d'un poste déterminé		From - De Y-A M D-J		To - À Y-A M D-J		<input type="checkbox"/> Deletion of Position Abolition d'un poste	
<input type="checkbox"/> Review and update Révision et mise à jour		Position excluded from collective bargaining Poste exclu des négociations collectives				No <input type="checkbox"/> Non Yes <input type="checkbox"/> Oui		Is position vacant? Ce poste est-il vacant?		No <input type="checkbox"/> Non Yes <input checked="" type="checkbox"/> Oui	

3. LANGUAGE REQUIREMENTS OF POSITION - EXIGENCES LINGUISTIQUES DU POSTE

<input checked="" type="checkbox"/> English essential Anglais essentiel		<input type="checkbox"/> French essential Français essentiel		<input type="checkbox"/> English or French essential Anglais ou français essentiel		<input type="checkbox"/> Bilingual Imperative Bilingue impératif		<input type="checkbox"/> Bilingual Non-imperative Bilingue non-impératif				
If imperative, state reason Si impératif, donnez la raison		<input type="checkbox"/> "P" Designator Identification "P"		<input type="checkbox"/> Significant Operational Impact Portée opérationnelle importante		<input type="checkbox"/> Indispensable Position Poste indispensable		<input type="checkbox"/> Term Appointment Nomination - Période déterminée				
Communication requirements Exigences de communication			Not required 0 Non requis English <u>and</u> French 1 Anglais <u>et</u> français English only 2 Anglais seulement French only 3 Français seulement English <u>or</u> French 4 Anglais <u>ou</u> français			Linguistic profile Profil linguistique			Estimated Lang. Use Prév. de l'util. des lang. off.			
Serv. to public Serv au public	Pers. serv. Serv. au pers.	Centr. serv. Serv. central				English Anglais		French Français		Eng. - Angl.	Fr. - Fr.	
						R-L	W-E	O/I/O	R-L	W-E	O/I/O	
Sup func. Fonc. surv.	Griev. Griefs	Other Autres										%

4. SECURITY REQUIREMENT OF POSITION - EXIGENCE D'AUTORISATION DE SÉCURITÉ DU POSTE

☐ Basic Reliability
Vérification de base de la fiabilité

☒ Enhanced Reliability
Vérif. approfondie de la fiabilité

☐ Confidential
Confidentiel

☐ Secret

☐ Top Secret
Très secret

5. STAFFING - DOTATION

ACTION REQUESTED - ACTION DEMANDÉE

<input type="checkbox"/> Competition Concours	<input checked="" type="checkbox"/> Reclassification	<input type="checkbox"/> New Term Nouvelle période déterminée	From - De Y-A M D-J	To - À Y-A M D-J
<input type="checkbox"/> New acting appointment Nouvelle nomination intérimaire	<input type="checkbox"/> Deployment Mutation (Déploiement)	<input type="checkbox"/> Extension of Term Prolongation de la période déterminée		
<input type="checkbox"/> Extension of acting appointment Prolongation d'une nomination intérimaire	<input type="checkbox"/> Transfer Mutation (Nomination)	<input type="checkbox"/> Appointment from eligibility list Nomination à partir de la liste d'admissibilité	<input type="checkbox"/> Other (specify) Autre (spécifiez) _____	

Present Acting Nomination Intermédiaire	Effective - Entrée	Expiry - Expiration	Reason - Raison
--	--------------------	---------------------	-----------------

<input checked="" type="checkbox"/> Full Time Temps Plein		<input type="checkbox"/> Part Time Temps partiel	<input type="checkbox"/> Seasonal Saisonnier	Weekly Hours of Work Nombre d'heures de travail hebdomadaires	37.5	Condition(s) of Employment / Conditions d'emploi		
						<input type="checkbox"/> General physical examination Examen physique général	<input type="checkbox"/> Travel Voyage	<input type="checkbox"/> Overtime Heures supplémentaires

EMPLOYEE INFORMATION (if applicable) - RENSEIGNEMENTS SUR L'EMPLOYÉ(E) (au besoin)

Surname - Nom de famille <i>Newman</i>	First Name - Prénom <i>William (Bill)</i>	Dept. - Min. <i>DFO</i>	PRI - CIDP	Substantive Position No. N° du poste d'attache <i>13674</i>	Substantive Group / Level Groupe / Niveau d'attache <i>PM-03</i>
Designator or Station N° Sigle ou numéro de poste de courrier	Region Région <i>maritime</i>	Name / Nom	Compensation Specialist / Spécialiste en rémunérations et avantages spéciaux		
			Telephone N° / N° de téléphone	Fax N° / N° de fax	

Status - Statut	
<input checked="" type="checkbox"/> Indeterminate Indéterminée	<input type="checkbox"/> Term Déterminée
<input checked="" type="checkbox"/> Full Time Temps Plein	<input type="checkbox"/> Part Time Temps Partiel
<input type="checkbox"/> Seasonal Saisonnier	<input type="checkbox"/> Priority Priorité
<input type="checkbox"/> Casual Emploi temporaire	<input type="checkbox"/> Student Programs Programmes étudiants

6. REMARKS - REMARQUES

Reclassing all identical positions in Maritimes
+ Gulf Region from Pm-03 to Pm-04.

7. DOCUMENTS ATTACHED - DOCUMENTS CI-JOINTS

8. RESPONSIBILITY CENTRE MANAGER'S AUTHORIZATION - AUTORISATION DU GESTIONNAIRE DU CENTRE DE RESPONSABILITÉ

Once authorized, send original to Finance and a copy to Security / Faire parvenir ce document aux finances une fois autorisé, ainsi qu'une copie à la sécurité. 5

Name - <u>M. J. BRITTEN</u>	Title - <u>AREA Chief</u>	Signature <u>M. Britten</u>	Date <u>28/02/02</u>
-----------------------------	---------------------------	-----------------------------	----------------------

SECURITY - SÉCURITÉ (Security use only - Réservé à la sécurité)

Position / Poste		Employee - Employé(e)		Signature	Date
Approved Level Niveau approuvé	Confirmation of level Confirmation du niveau	Level - Niveau	Date		

Report ID: GC7PM015

AS OF DATE / EN DATE DU : 1998-09-13

Position / Poste : 00060962 Business Manager
Work Description / Description de travail : 0000037199 Business Manager

----- P o s i t i o n I n f o r m a t i o n / D o n n é e s s u r l e p o s t e -----
Effective Date / Date effet : 1998-09-13
Action Reason / Motif action : UPD Update a Position / Mise à jour données poste
Abolish by/End of Term / Proch. rév./abolition :
Business Unit / Entité : CNDFO Fisheries & Oceans BU / Pêches & océans entité
Job Code / Code emploi : 516929 Business Manager
Reg/Temp / Permanent/temp. : R Regular / Permanent
Full/Part Time / Temps plein/partiel : F Full-Time / Temps plein
Manager Level / Niveau direction : 8 All Other Positions / Autres postes
NOC / CNP : 1221 Administrative Officers / Agents administratifs
Location / Emplacement : 121714 Sydney
Geographic Location / Lieu géographique : 121714 SYDNEY
Department / Service : 62900 Chief, SCH, NENS
Reports To / N° poste responsable : 00055422 Area Chief
Security / Sécurité : 2 Reliability / Fiabilité
Applied By ID / Appliquée par (Id) : 067146 Yvonne Dominey
Applied By Date/ Appliquée par (Date) : 1996-10-10
Remarks / Commentaires :
Previous Position No./No. poste antérieur : 00013674

----- D e c i s i o n I n f o r m a t i o n / D o n n é e s s u r l a d é c i s i o n -----
Decision # / N° décision : 0000054688 Effective Date / Date effet : 1997-04-01
Decision Reason / Motif décision : L
Class Code / Code classification : PM 03
Function / Fonction : /
Eval Process / Processus évaluation : 01 W/O Comm. / SansComité
Posn Class Auth / Autor. classif. poste : 2 Departmental / Ministère
Class Accred # / N° accréd. classif. : 98018 Darlene Nelson
Class Auth Dt / Date autor. classif. : 2000-04-04
Next Review Dt / Date proch. rév. : 2005-04-04
Remarks / Commentaires :
Management-Directed Classification Decision/
Décision Dirigée par la gestion : N

----- F a c t o r C o d e C o o r d i n a t e P o i n t s / C o d e f a c t e u r C o o r d o n n é e s P o i n t s -----
Factor Coordinate Points / Code facteur Coordonnées Points
Code Description / Description Coordinate Points
Facteur Coordonnées Coordonnées
01 Knowledge / Connaissances C2 224
02 Decision Making / Prise de décisions B2 146
03 Operational Responsibility / Responsabilité opérationnelle C 40
04 Contacts / Contacts 2 70
Total Coordinate Points / Total des points des coordonnées 480
Supervisory Factor / Facteur surveil.: X

----- S t a f f R e l a t i o n s / R e l a t i o n s d e t r a v a i l -----
Essential Services / Service essentiels : 0 Position not essential / Poste non essentiel
Proposed / Proposé : N Effective Date / Date effet : 1998-09-13

Exclusion / Exclusion : 10 Not excluded/Not essential / Non-exclu, non-essentiel
Proposed / Proposé : N Effective Date / Date effet : 1998-09-13

----- O f f i c i a l L a n g u a g e s / L a n g u e s o f f i c i e l l e s -----
Effective Date / Date effet : 1996-04-01
Lang. Req. Posn / Exigences ling. poste : 2 English essential / Anglais essentiel
Imp. St. Ind. / Ind. dot. impér. : /
Office Code / Code bureau : 2252 Sydney -Small Craft Harbours

	English / Anglais	French / Français
Reading / Lecture	-	-
Writing / Écrit	-	-
Oral / Oral	-	-
Com. Serv. Public / Services au public	2 English only	/ Anglais seulement
Com. Pers. Serv. / Services personnels	0 Not required	/ Non requis
Com. Cent. Serv. / Services centraux	2 English only	/ Anglais seulement
Com. Supervisory / Superviseurs	0 Not required	/ Non requis
Com. Grievance / Grievs	0 Not required	/ Non requis
Com. Other / Autres	0 Not required	/ Non requis

----- D e l e g a t i o n / D é l é g a t i o n -----
Effective Date / Date effet :
HR Delegation Level / Niveau délégation des RH : /
Effective Date / Date effet :
FIN Delegation Level / Niveau délégation fin : /

Report ID: GC7PM015

AS OF DATE / EN DATE DU : 2001-04-01

Position / Poste : 00060962 Business Manager

Work Description / Description de travail : 0000037199 Business Manager

----- P o s i t i o n I n f o r m a t i o n / D o n n é e s s u r l e p o s t e -----
Effective Date / Date effet : 2001-04-01
Action Reason / Motif action : UPD Update a Position / Mise à jour données poste
Abolish by/End of Term / Proch. rév./abolition :
Business Unit / Entité : CNDFO Fisheries & Oceans BU / Pêches & océans entité
Job Code / Code emploi : 516929 Business Manager
Reg/Temp / Permanent/temp. : R Regular / Permanent
Full/Part Time / Temps plein/partiel : F Full-Time / Temps plein
Manager Level / Niveau direction : 8 All Other Positions / Autres postes
NOC / CNP : 1221 Administrative Officers / Agents administratifs
Location / Emplacement : 121714
Geographic Location / Lieu géographique :
Department / Service : 60100 Area Director, Eastern N. S. / Dir. de secteur, Est N-É
Reports To / N° poste responsable : 00069172 Area Chief SCH & Assets
Security / Sécurité : 2 Reliability / Fiabilité
Applied By ID / Appliquée par (Id) : 067146 Yvonne Dominey
Applied By Date/ Appliquée par (Date) : 2002-02-26
Remarks / Commentaires :
Previous Position No./No. poste antérieur : 00013674

----- D e c i s i o n I n f o r m a t i o n / D o n n é e s s u r l a d é c i s i o n -----
Decision # / N° décision : 0000054688 Effective Date / Date effet : 2001-04-01
Decision Reason / Motif décision : UPD
Class Code / Code classification : PM 04
Function / Fonction : /
Eval Process / Processus évaluation : 01 W/O Comm. / SansComité
Posn Class Auth / Autor. classif. poste : 2 Departmental / Ministère
Class Accred # / N° accréd. classif. : 97007 Lisa Peck
Class Auth Dt / Date autor. classif. : 2002-02-26
Next Review Dt / Date proch. rév. : 2007-02-26
Remarks / Commentaires :
Management-Directed Classification Decision/
Décision Dirigée par la gestion : N

----- F a c t o r C o d e C o o r d i n a t e P o i n t s / C o d e f a c t e u r C o o r d o n n é e s P o i n t s -----
Factor Coordinate Points / Coordinate Coordinate
Code Description / Description Points
Facteur Coordonnées Coordonnées
01 Knowledge / Connaissances C2 224
02 Decision Making / Prise de décisions B2 146
03 Operational Responsibility / Responsabilité opérationnelle C 40
04 Contacts / Contacts 3 110
Total Coordinate Points / Total des points des coordonnées 520
Supervisory Factor / Facteur surveil.: X

----- S t a f f R e l a t i o n s / R e l a t i o n s d e t r a v a i l -----
Essential Services / Service essentiels : 3 Conditional position / Poste conditionnel
Proposed / Proposé : N Effective Date / Date effet : 2000-06-21


Exclusion / Exclusion : 10 Not excluded/Not essential / Non-exclu, non-essentiel
Proposed / Proposé : N Effective Date / Date effet : 1998-09-13

----- O f f i c i a l L a n g u a g e s / L a n g u e s o f f i c i e l l e s -----
Effective Date / Date effet : 1996-04-01
Lang. Req. Posn / Exigences ling. poste : 2 English essential / Anglais essentiel
Imp. St. Ind. / Ind. dot. impér. : /
Office Code / Code bureau : 2252 Sydney -Small Craft Harbours

	English / Anglais	French / Français
Reading / Lecture	-	-
Writing / Écrit	-	-
Oral / Oral	-	-
Com. Serv. Public / Services au public	2 English only	/ Anglais seulement
Com. Pers. Serv. / Services personnels	0 Not required	/ Non requis
Com. Cent. Serv. / Services centraux	2 English only	/ Anglais seulement
Com. Supervisory / Superviseurs	0 Not required	/ Non requis
Com. Grievance / Grievs	0 Not required	/ Non requis
Com. Other / Autres	0 Not required	/ Non requis

----- D e l e g a t i o n / D é l é g a t i o n -----
Effective Date / Date effet :
HR Delegation Level / Niveau délégation des RH : /
Effective Date / Date effet :
FIN Delegation Level / Niveau délégation fin : /

CLASSIFICATION ACTION AND POSITION RECORD FICHE DE MESURE DE CLASSIFICATION ET DE POSTE

1. Department Ministère DFO	2. Position Number Numéro du poste 00020612	3. Action Type Type de mesure POS	4. Reason Motif X	5. Effective Date Date entrée en vigueur 01-04-01	6. Position Title Titre du poste BUSINESS MANAGER	7. Position Classification Authority Autorité de la classification du poste 3
8. RATING / EVALUATION						
Factors/Elements Facteurs/Éléments		Coord. / Degree Coord. / Degré	Points			
A. KNOWLEDGE		C2	224			
B. DECISION MAKING		B2	146			
C. OPERATIONAL RESPONSIBILITY		C	40			
D. CONTACTS		3	110			
E.						
F.						
G.						
H.						
I.						
J.						
K.						
L.						
M.						
N.						
O.						
P.						
Total Points / Total des points:		520				
27. AUTHORIZATION / AUTORISATION						
A. Name Nom	PECK, LISA					
B. Title Titre	HUMAN RESOURCES ADVISOR					
C. Signature						
28. Accountability Code / Accréditation Number Code d'imputabilité / Numéro d'accréditation	1 97007					
29. Date	26-02-02					
30. Remarks / Remarques	Reclass from PM-03 to PM-04 based on capability with infld.					
DFO TB330-167 (Rev. 09/96)						

9. Geographic Location Situation géographique 120206	10. Job Number N° d'emploi 0000021323	11. Int. Inc. Tit. prop A	12. Supervisor's Position Number N° du poste du surveillant 00027840	13. Prev. Position Number N° du poste antérieur 435 01033
14. Branch, Directorate, or Division Direction, Direction générale ou Division Area Director, Southwest N.S.	15 a. Security Sécurité 2	15 b. Function / Sub-function Fonction / Sous-fonction X		
16. Classification Classification PM 04	17. Prev. Classif. Classif. ant PM 03	18. Sup. Factor Facteur de surv. X	19. ADM Status Statut de SMA 0	20. Eval. Proc. Proc. d'éval. 01
21. Date of Next Review Date prochain examen 26-02-07				
22. DEPARTMENTAL USE / À L'USAGE DU MINISTÈRE				
A.	B.	C.		
D.	E.	F.		
LINGUISTIC INFORMATION / INFORMATION LINGUISTIQUE				
23. Language Requirements of Position Exigences linguistiques du poste 2 (English essential / Anglais essentiel)		24. Imperative Staffing Indicator Indicateur de dotation impérative		
25. Communication Requirements Exigences de communication		26. Linguistic Profile Profil linguistique		
Serv. to Pub. Serv. au publ.	Pers. Serv. Serv. pers.	Cent. Serv. Serv. cent.	Sup. Func. Fonc. surv.	Grievances Griefs
2	0	2	0	0
31. EMPLOYEE NOTIFICATION / AVIS À L'EMPLOYÉ(E)		32. EXCLUSION		
I certify that the incumbent(s) of this position has (have) been notified of this classification decision. Je certifie que le(s) titulaire(s) de ce poste a (ont) été avisé(s) de cette décision de classification.				
A. Name Nom Gary Hubbard	Reasons for Exclusion Motifs d'exclusions 10			
B. Title Titre Chief - SWS	Designation Désignation 33. Code			
C. Signature Gary B. Hubbard	D. Date D-J M-M Y-A 20 03 02			

CLASSIFICATION ACTION AND POSITION RECORD **FICHE DE MESURE DE CLASSIFICATION ET DE POSTE**

1. Department Ministère DFO	2. Position Number Numéro du poste 00020612	3. Action Type Type de mesure POS	4. Reason Motif X	5. Effective Date Date entrée en vigueur 01-04-01	6. Position Title Titre du poste BUSINESS MANAGER					7. Position Classification Authority Autorité de la classification du poste 3	
8. RATING/EVALUATION											
Factors/Elements					Coord. / Degré	Points					
A. KNOWLEDGE					C2	224					
B. DECISION MAKING					B2	146					
C. OPERATIONAL RESPONSIBILITY					C	40					
D. CONTACTS					3	110					
E.											
F.											
G.											
H.											
I.											
J.											
K.											
L.											
M.											
N.											
O.											
P.											
Total Points / Total des points:					520						
27. AUTHORIZATION / AUTORISATION											
A. Name Nom		PECK, LISA									
B. Title Titre		HUMAN RESOURCES ADVISOR									
C. Signature											
28. Accountability Code / Accreditation Number Code d'imputabilité / Numéro d'accréditation		1 97007									
29. Date		26-02-02									
30. Remarks / Remarques		Released from PM 03 to PM-04 based on suitability with info.									
9. Geographic Location Situation géographique 120206					10. Job Number N° d'emploi 0000021323	11. Int. Inc. Tit. prop A	12. Supervisor's Position Number N° du poste du surveillant 00027840	13. Prev. Position Number N° du poste antérieur 435 01033	14. Branch, Directorate, or Division Direction, Direction générale ou Division Area Director, Southwest N.S.		
15 a. Security Sécurité 2					15 b. Function / Sub-function Fonction / Sous-fonction X						
16. Classification Classification PM 04					17. Prev. Classif. Classif. ant PM 03	18. Sup. Factor Facteur de surv. X	19. ADM Status Statut de SMA 0	20. Eval. Proc. Proc. d'éval. 01	21. Date of Next Review Date prochain examen 26-02-07		
22. DEPARTMENTAL USE / À L'USAGE DU MINISTÈRE											
A. B. C.											
D. E. F.											
23. Language Requirements of Position Exigences linguistiques du poste											
2 (English essential / Anglais essentiel)											
24. Imperative Staffing Indicator Indicateur de dotation impérative											
25. Communication Requirements Exigences de communication											
Serv. to Pub. Serv. au publ.		Pers. Serv. Serv. pers.		Cent. Serv. Serv. cent.		Sup. Func. Fonc. surv.		Grievances Griefs		Others Autres	
2		0		2		0		0		2	
26. Linguistic Profile Profil linguistique											
English R-L		Anglais W-E		French OL-IO		Français L-R		E-W		IO-OI	
-		-		-		-		-		-	
31. EMPLOYEE NOTIFICATION / AVIS À L'EMPLOYÉ(E)											
I certify that the incumbent(s) of this position has (have) been notified of this classification decision. Je certifie que le(s) titulaire(s) de ce poste a (ont) été avisé(s) de cette décision de classification.											
A. Name Nom											
B. Title Titre											
C. Signature											
D. Date											
D-J M-M Y-A											
Designation											
33. Code											
34. Date											
10											
32. EXCLUSION											
Reasons for Exclusion Motifs d'exclusions											



Fisheries
and Oceans

Pêches
et Océans

MEMORANDUM

NOTE DE SERVICE

To
A Gary Hubbard
Area Chief, SCH

From
De Human Resources Operations
Human Resources Branch

Security Classification - Classification de sécurité
Unclassified/Non classifié
Our File - Notre référence
Your File - Votre référence
Date
March 4, 2002

Subject
Objet **NOTIFICATION OF CLASSIFICATION DECISION**

Please find attached for your information and records a copy of the Classification Action Form(s) (TB330-167) which indicate(s) that the following classification action(s) has/have been finalized:

☐ A new position has been created.

☒ Positions have been reclassified. If you have not already done so, you may now take the necessary action to fill the positions or appoint the incumbents – please contact Human Resources Operations for assistance and information.

☐ A position has been updated or cyclical reviews have taken place.

☐ A position incumbency change has taken place. Compensation has been notified. Please ensure the employee (if position incumbered) has been advised.

☐ A position has been geographically transferred.

☐ An amendment has been made to the last TB330.

☐ A position has been deleted.

☐ Staffing request package has been forwarded to _____ on _____.

☒ Please advise the employee of the results. Employees are entitled to submit a classification grievance within twenty-five (25) working days of the receipt of this notification should they disagree with the group and level to which this position was classified.

Chief, Human Resources Operation

Att:



CONDENSED POSITION EVALUATION REPORT
GENERAL USE

RAPPORT D'ÉVALUATION D'UN POSTE
CONDENSÉ
USAGE GÉNÉRAL

13 positions / 11 incumbents

1 IDENTIFYING INFORMATION - RENSEIGNEMENT D'IDENTIFICATION					
		PRIOR TO DECISION - AVANT LA DÉCISION		AFTER DECISION - APRÈS LA DÉCISION	
(A) POSITION NO. - N° DU POSTE		13665, 13666, 13668, 13670, 13671		Same	
(B) POSITION TITLE - TITRE DU POSTE		13672, 13673, 13674, 20612, 27261, 27263, 13667 Business Manager		Same	
(C) BRANCH - GEOGRAPHIC LOCATION DIVISION - LIEU GÉOGRAPHIQUE		SCH		Various: AD Offices - Sydney, Antigonish, Chatham Yarmouth, St. Andrews, Tracadie, Sheldrake	
2 REASON FOR ACTION - MOTIF DE LA MESURE					
Reclassification ⇒ Relativity with DFO - NFLD Region					
3 EVALUATION - L'ÉVALUATION					
(a) EFFECTIVE DATE AND/OR DATE OF DECISION DATE D'ENTRÉE EN VIGUEUR ET/OU DATE DE RÉVISION				(b) CATEGORY CATÉGORIE	
April 1/2001 YIA M D/J Except 27261 & 27263 us				PM	
(c) GROUP OR SUB-GROUP GROUPE OU SOUS GROUPE					
(d) EXISTING POINTS POINTS EXISTANTS	(e) FACTORS / SUR FACTORS FACTEURS / SOUS FACTEURS	(f) DEGREE	(g) POINTS	(h) RATIONALE - JUSTIFICATION (Including bench mark comparisons - Incluant la comparaison avec les postes-repères)	
224	Knowledge	C2	224	Relativity w/ DFO - NFLD Region (Contacts 110 pts.) Attached	
146	Dec Making	B2	146		
40	Oper Resp.	C	40		
70	Contacts	3	110		
TOTAL	EXISTING GROUP AND LEVEL GROUPE ET NIVEAU EXISTANT	PM-03	(i) TOTAL 520	(j) GROUP AND LEVEL GROUPE ET NIVEAU	(k) POINT CUT OFFS FOURCHETTE DES POINTS
	PROPOSED GROUP AND LEVEL GROUPE ET NIVEAU PROPOSÉ	PM-04		PM-04	501-610
(l) Other Remarks - Autres Remarques					
Michelle Boudreau, HR Advisor Feb 14/2002					
4 COMMITTEE - COMITÉ					
SPONSORED BY - PARRAINÉ PAR:					
NAME - NOM (PLEASE PRINT - EN LETTRES MOULÉES S.V.P.)		SYMBOL - SYMBOLE		SIGNATURE	DATE
(a)					
(b)					
(c)					
(d)					

Addition to Classification Rationale Business Manager

CONTACTS

This position was recently rated as Degree 2, 70 points for Contacts.

In reviewing departmental relativities and additional information from the Manager it is determined that contacts should be increased to Degree 3, 110 points.

SP is required to consult and reach agreement with small craft harbour authorities, representatives and officials from various other departments and agencies related to federal government infrastructure. Consultation and advice is provided on an on-going basis to Members of Parliament, Provincial and Municipal elected representatives. Contacts are made with the media to deal with issues related to small craft harbours, lighthouses, wharfs and other departmental sites. SP is responsible for enforcement under the Fishing and Recreational Harbours Act and requires on-going consultation with officials and law enforcement agencies.

=BM 24, Late and Non-File Programs Officer, both positions are required to reach agreement with senior officials of OGD and Agencies and representatives of industries or companies. Both consult and reach agreement to support enforcement activities.

>BM 25, Collection Contact Officer at degree 2, initiates and maintains contacts with taxpayers, individuals, owners and officials of business and/or their representatives to negotiate payment schedules. This is less than what is required for SP, as it is required to influence and discuss and explain where SP is required to consult, confer and reach agreement with officials on matters that are complex or significant. SP is required to negotiate and consult on items such as wharves, lighthouses and other real property harbour infrastructures and related equipment.

Summary:

Knowledge	C2	224	
Decision Making	B2	146	
Operational Resp.	C	40	
Contacts	3	110	
Total		520	PM-04(501-610)

Reality:

This position was compared with the Program Officer, PM-04 that works in Small Craft Harbours, in Newfoundland. Both positions advise and consult with Harbour Authorities and deal with fishing industry stakeholders, officials of other government department and with public clients to interpret and explain policies. The Program Officer is rated as:

Knowledge	C2	224	
Decision Making	B2	146	
Operational Resp.	C	40	
Contacts	3	110	
Total		520	PM-04(501-610)


Janice DeForest


Date



CONTACTS:

The Business Manager position requires consultation with various industry stakeholders to reach agreement on future management options including formation of the harbour authorities or the divestiture of harbours and other real property. Harbour authorities and harbour divestiture are the two major program initiatives within SCH since program review. Industry stakeholders include fishers, buyers, processors, other businesses, First Nations, recreational users, community groups, development associations, and the general public. The Business Manager is the primary point of contact with the stakeholders and must obtain commitment from the various stakeholder groups in order to advance the SCH program agendas. Persuasion is required to negotiate and to obtain consensus among various diverse interests, while moving the program forward and maintaining a service-orientated and client-focused image. There is also a significant requirement to provide advice and information to various user groups of harbour services, and to explain and defend government programs and policies to the Canadian public.

The Business Manager position is required to consult with and provide advice and background information to officials from various other departments and agencies such as Indian and Northern Affairs Canada, Public Works and Government Services Canada, Environment Canada, Industry Canada, Human Resources Development Canada, etc. regarding the SCH program and the specific implementation of new harbour management programs. Advice is also provided on an on-going basis to Members of Parliament, Provincial and Municipal elected representatives, the Area Director, regional and national staff, and the minister's staff regarding an abundance of politically sensitive operational issues (such as First Nation integration into the commercial fishery in the wake of the Marshall Decision). Discussions are held with MP's, MLA's, elected Municipal officials, First Nations, and other groups on specific issues to explain the department's position in order to promote an understanding and acceptance of the objectives, programs, and policies of the Department. Information is also provided to the media on an as-required basis, and indirectly through the preparation of draft press releases.

As an enforcement officer pursuant to the Fishing and Recreational Harbours Act, the position requires on-going consultation with other government officials and law enforcement agencies regarding the interpretation and requirements of various Federal, Provincial, and Municipal legislation with respect to enforcement, environmental, occupational health and safety, municipal planning, navigable waters protection, etc. This information is required to advise and assist Harbour Authority and other user groups in the management of harbours to ensure compliance, as well as for the safety of the users and the general public, in order to reduce the risk of claims against the Harbour Authority and the Crown.

In conclusion, the Business Managers are the primary contacts on all operation and divestiture issues with the different public and private stakeholders. As you are aware, the Area Chief position (Eng. 4) will now focus primarily on the delivery of the technical part of the SCH and RPAM programs, and the BM will now assume the lead role on all operational and divestiture issues (the role will be also expanded to include RPAM sites). The position deals with very diverse and operationally sensitive issues that have a direct impact on the successful delivery of the SCH program. It is my opinion that the position should be given a level C3 for contacts within the classification rating grid, based on the bench marks established for this contact factor, as well as the Program Officer position that was recently rated in the Nfld. Region.

Classification Rationale

Position #: 13673

Title: Business Manager

Branch: Small Craft Harbours

Background:

The Subject Position (SP) was last reviewed in April 2000, based on a UCS Work Description (Generic Business Manager) dated 2000-2-18, and rated at the PM-03 group/level.

Review of the Work Description dated (2001-7-18) submitted for classification at this time revealed little or no change in the responsibilities of the position from that last reviewed. The eight (8) Key Activities identified in the old work description are essentially the same in the new. Their text has been rewritten in a more terse and succinct style, but the global intent of each is unchanged. The Work Characteristics sections of the new document do reflect a significant number of amendments and modifications, however, although they would impact on a UCS evaluation, they are not in areas that would affect the factors measured in the PM standard.

ALLOCATION

Category: Administrative and Foreign Service

The primary responsibilities of the SP involve delivery of the Small Craft Harbours Program within a geographically defined area within the region. This involves the implementation of policies and procedures, the provision of training and advice, the recommending of Harbour Authority (HA) leases, negotiation and approval of HA business plans, and participation in the divestiture and privatization process for recreational and commercial fishing harbours. These activities are performed to effect program delivery to fishing industry stakeholders and the general public who have a vested interest in the facilities. This meets the category definition of the Administrative and Foreign Service category, "occupational groups engaged in the planning, execution, conduct, and control of programs serving the public interest, and the requirements of internal management in the Public Service of Canada", and inclusion statements 1 and 2.

No exclusions apply.

Group: Program Administration (PM)

The criteria referenced in the category allocation also meet the group definition and inclusion statement 1 of the Program Administration Group.

No exclusions apply.

EVALUATION

Knowledge Degree C2 224 points

Program and Specialized/Technical Knowledge Degree C

The SP requires knowledge of an extensive body of rules, procedures and operations respecting delivery the Small Craft Harbours Program. This includes knowledge of: the mandate, objectives and priorities of the organization; departmental and central agency policies respecting real property acquisition, divestiture, business planning, budgetary control and compliance enforcement; a wide variety of federal and provincial legislation and regulations pertaining to harbour management, navigable waters, and environmental protection; procedures and practices respecting real property acquisition/divestiture, lease negotiation, financial audit, and real property management.

> BM 28, District Licensing officer at degree B, which requires knowledge of acts, regulations and policies governing fishing personnel and vessel and gear licensing for commercial and recreational fishing, as well as, knowledge of appeal processes and systems for information and statistics gathering. The SP requires knowledge of a broader range of legislation governing real property management, business planning, contract administration, financial administration, and harbour management. The SP also requires knowledge of procedures and practices for real-property acquisition and divestiture, lease/contract negotiation, financial audit, and enforcement investigation.

= BM 16, Supervisor, Employment Services at degree C, as the BM and SP have a comparable requirement for knowledge of a full range of acts, legislation, policies and procedures respecting delivery of a major program. Both require knowledge of external organizations, stakeholders and socio-economic and local market issues relevant to program clients. Both require knowledge of practices, protocols and procedures respecting the provision of advice, the determination of client requirements, and the administration of contract with external institutions.

General Administration Degree 2

The SP requires general administration knowledge in the areas of financial administration, contract administration, lease negotiation and administration, and real-property management related to acquisition and divestiture of facilities.

> BM 25, Collection Contact officer at degree 1, who requires knowledge of internal administrative procedures related to own work.

= BM 16, Supervisor, Employment Services at degree 2, as the BM and SP have a comparable requirement for knowledge of administrative policies and procedures respecting financial management to manage an O&M budget. Both require knowledge of administrative practices in a variety of other area, the BM in personnel policies, collect agreements, information management and work allocation, and the SP in Real Property Management, contract and lease administration, and acquisition and divestiture of assets and facilities.

Decision Making Degree B2 146 points

Scope Degree B

The SP decisions and recommendations are generally made within the policy framework and guidelines of the SCH program and require judgement and initiative in resolving problems and disputes respecting program requirements. Initiative and judgement are required when providing advice and evaluating business plans, when performing investigative work and fact finding associated with audit and budget control functions, when negotiating and recommending commercial and harbour authority leases, when managing a construction program, when establishing and implementing enforcement associated with the operation of real property and facilities, and when providing training and business advice to client to facilitate the operation of incorporated harbour authorities and assist harbour managers.

= BM 17, Benefits Program Officer at degree B, as the BM and SP are comparable in their requirement to exercise judgment and initiative in monitoring the effectiveness of program delivery and in identifying and resolving problems. Both identify operational trends and training requirements to enhance program delivery initiatives and analyze and interpret legislative, program and operational policies to provide advice and recommendations to management and external clients.

< BM 2, Airport Manager at degree C, whose decisions and recommendations are made respecting the operation, maintenance and security of an airport and eleven remote sites. The BM must exercise judgement and initiative in directing the allocation of financial and personnel resources, developing long range forecasts of user requirements, negotiating leases and levels of maintenance with other government departments, directing the preparation of security procedures and coordinating the activities of agencies responding to emergencies. The SP requirement to exercise judgement and initiative in making decisions and recommendations does not reflect the diversity of areas or the requirement to operate without precedent as exemplified by the BM

Impact Degree 2

The SP decisions impact on the effectiveness of the SCH program delivery within its geographic district of responsibility and the ability of external client organizations and individuals to develop effective business plans and meet program requirements to obtain and operate harbour authorities. Decisions and recommendations respecting acquisition and divestiture of real property and assets impact on the cost-effective utilization of financial resources within the organization, and the ability to provide mandated services to facility users. Decisions also impact indirectly on the viability of commercial enterprises and community stakeholders of harbour facilities.

= BM 17, Benefit Program Officer at degree 2, as the BM and SP decisions affect the efficiency and effectiveness of program delivery initiatives, including the quality of service received by clients. BM decisions on labour disputes impact directly on hundreds or thousands of workers, while SP decisions impact on commercial, recreational and public users of harbour facilities and the effective operation and viability of harbour authorities.

< BM 14, Regional Manager, Investigation and Control at degree 3, who is the regional authority while the SP's impact is limited to the district of responsibility. The BM decisions and recommendations impact on the nature and scope of the regional program and national and

regional policy development, whereas the SP works within established regional/national policy and guidelines.

Operational Responsibility Degree C 40 points

The SP performs a "Staff" role and is responsible for delivery of a well-defined program within a specific geographical management area. This involves determining adequacy of operational policies and procedures administered by harbour managers and members of harbour authorities to provide service to facility users and meet contract and lease obligations set by the Department. This includes monitoring the activities of non-employees performance for effectiveness, evaluating and auditing financial and business planning documents, ensuring safety and environmental protection compliance is adhered to and controlling funding based on client performance in meeting contract obligations.

> BM 28, District Licensing Administrator at Degree B, which administers the licensing program in the district and supervises two clerks. The BM also participates in advisory and policy working groups and provides advice to field staff on the interpretation of licensing policies and legislation. The SP is superior in that it is responsible for determining the adequacy of operational policies and procedures administered by non-employees; monitoring for safety and environmental compliance, financial accountability; implementing enforcement and controlling funding.

= BM 17, Benefit Program Officer at degree C, as the BM and SP are comparable in their requirement to monitor all program activities, assess the efficiency and effectiveness of operations, and ensure compliance within operational policies and procedures. Both involve evaluating the operational performance of non-employees and providing advice as a subject matter specialist staff in the organization.

Nature and Size of Subordinate Organization

Not applicable. The SP performs a staff role and has no subordinates.

***Contacts Degree 2 70 points** — *This has been changed to Degree 3, 110 points. See attached.*

The SP provides advice and guidance to external clients involved in harbour management and the operation of harbour authorities respecting service levels as defined by contract obligations, compliance issues related to safety and environmental protection, monitoring and audit issues related to financial administration, funding, and business planning. These activities require significant explanation of legislative and program requirements to achieve cooperation and compliance in meeting contract/lease obligations, meeting defined service levels, performing audit functions, and when providing advice or interpretation.

= BM 17, Benefit Program Officer at degree 2, as the BM and SP have a like requirement to deal with non-government personnel to resolve problems and obtain cooperation in problem resolution and adherence to compliance requirements. Both are required to investigate operational performance and provide recommendations to achieve cooperation in meeting service levels requirements. Both provide expert level advice staff within the organization to promote problem solving and improve program delivery functions.


< BM 2, Airport Manager at degree 3, who consults with local government officials and other government departments respecting the provision of common services and to coordinate emergency services. The BM acts as final authority in negotiations on nature and levels of service for the airport while the SP requires management approval in contentious and politically sensitive issues.

Summary

Knowledge	C2	224
Decision Making	B2	146
Operational Responsibility	C	40
Contacts	2	70
Total		480 PM-03 (401-500)

Recommendation

The SP is rated at 480 points and recommended for classification at the PM-03 group/level.


Bill Anderson
Sept 6/01



WORK DESCRIPTION

27262

Business Manager

Department/Agency: Department of Fisheries and Oceans
Section: Corporate Services
Division:
Branch: Small Craft Harbours
Geographic location: Sydney (N.S.)
Security clearance: Enhanced reliability
Language requirements: English Essential
Departmental use: Sample 145-Reg Mod/Dec 20157, Last Updated 2001-7-18 (Pos 13665-13674 20612 27261 27262)

Immediate supervisor:

Version: Final **Date last updated:** 2001-12-7
Classification:
Effective Date of Decision:
Model identifier:

Client-Service Results

Implementing program and policy initiatives to various fishing industry stakeholders and the general public with respect to the management of harbours.

Key Activities

- Implements national and regional policy, procedures, management and budgetary control for a system of commercial fishing and recreational harbours.
- Provides extensive training and business advice to incorporated harbour authorities and appointed

harbour managers.

- Negotiates, drafts and recommends for approval commercial and harbour authority leases, subleases and lease amendments.
- Negotiates and approves individual harbour authority business plans, budgets and financial statements and provides specific advice regarding business proposals for projects.
- Manages and coordinates a construction program.
- Conducts, initiates and assists in the coordination of the divestiture and privatization of recreational and commercial fishing harbours not intended for harbour authority management.
- Controls management and enforcement activities associated with the operation of real property and facilities.
- Identifies, coordinates and recommends the acquisition of real property that is required for management and operation of commercial fishing harbours, as well as to make harbour property marketable for divestiture.

Employee's statement:

I have been given the opportunity to comment on this work description.

Employee's signature

Date

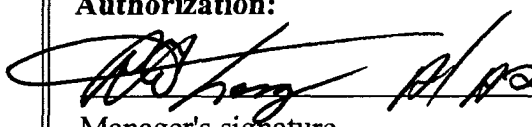
Supervisor's statement:

This work description accurately describes the activities and demands of the position.

Supervisor's signature

Date

Authorization:


Manager's signature


Date

Work Characteristics

Responsibility

(1) Information for the Use of Others

Provides information and advice to various fishing industry stakeholders, the general public and harbour managers with respect to the Small Craft Harbours' program and policies to assess the impact and to develop options for future harbour management. This often involves explaining complicated policies, procedures, and standards which involves transforming information into alternate forms in order that it can be fully understood by a varying audience.

Researches and analyses present harbour information and provides advice to the Area Chief to assess the impact and feasibility of various harbour management options. Makes specific recommendations that can affect the livelihood of individuals and coastal communities.

Provides MANAGERIAL AND OPERATIONAL advice and disseminates information to incorporated Harbour Authorities, and assists harbour authorities and federally appointed harbour managers in developing PROCEDURES AND ASSISTING HARBOUR AUTHORITIES in such matters as preparation of project proposals, business planning, revenue generation, financial and resource planning and management, tax provisions and reporting requirements, property management, legal and enforcement issues, environmental practices and compliance, liability insurance, legislative obligations, technical matters such as construction standards, specifications and methodologies, and administrative matters such as tendering, procurement, contracting for services, inventory control, computer operations and human resource practices to ensure successful operation and economic sustainability.

Gathers, synthesizes, and produces background and site specific information used by the Area Chief in preparing draft ministerial correspondence from a complex variety of information for the Ministerial Correspondence Unit in order to answer specific inquiries directed to the Minister's office. Elaborates on particular issues and conflicts that are politically sensitive and transforms information into concise terms, and in the appropriate tone sought by the Minister, to explain and defend government programs and policies to the Canadian public.

Researches socio-economic and environmental background information and produces environmental assessment reports for projects in accordance with the Canadian Environmental Assessment Act. The reports are made available for general public perusal and critique through the national habitat tracking referral system. Has delegated authority to make decisions to sign-off and approve environmental ratings for minor works projects and property leases and is accountable to the Minister and the general public for such decisions.

Provides general technical advice and assistance to individuals, appointed harbour managers and groups on minor construction and repair projects being considered for structures leased by the Department to incorporated harbour operators, but still under federal ownership. This can involve breaking down complicated construction and permitting processes into simpler step by step operations, as is necessary to ensure individuals and operating groups, have the knowledge and skills they require to successfully complete projects to established regulations, codes, and standards. Provides leadership to HA groups in preparing detailed project submissions which conform to established format and provides the HA with the best chance for funding approval.

(2) Well-Being of Individuals

There is no specific requirement for this.

(3) Leadership of Human Resources

HARBOUR AUTHORITY DEFINITION: A HARBOUR AUTHORITY IS AN INCORPORATED NON-PROFIT GROUP, SEPARATE FROM DFO, WHOSE PRIMARY FUNCTION IS TO MANAGE AND OPERATE SCH FACILITIES LEASED TO THE HARBOUR AUTHORITY FOR A DEFINED PERIOD, USUALLY 5 YEARS. OWNERSHIP OF THE PROPERTY AND FACILITIES REMAINS WITH THE FEDERAL CROWN.

PARTICIPATES AND ASSISTS IN THE COORDINATION OF branch participation in multi-disciplinary groups involving federal and provincial government agencies, working groups, project teams and various client groups to provide information on harbour authority programs and policies, and to develop overall management and business plans for harbour authorities.

PROVIDES ADVICE TO incorporated Harbour Authorities in human resource planning including the recruitment of volunteers, students and employees, and consultants required to support the Harbour Authority program. This includes developing work plans and priorities, proposing terms of reference, evaluating performance and creating alternate plans to accomplish objectives.

Leads Harbour Authorities in business planning, environmental management planning, project proposal formulation, financial management, harbour operations and other management practices to ensure their long-term viability and success.

Provides initial and ongoing training of harbour authority directors and members on such matters as corporate structure and bylaws, business, legal, real property and administrative matters associated with the operation of a Harbour Authority. THIS RESPONSIBILITY IS SHARED WITH REGIONAL STAFF.

Assists the Area Chief and participates in multi-disciplinary project teams consisting of intergovernmental personnel, private consultants and client groups for environmental assessment, design, implementation and management services for a variety of major construction projects, includes proposing and developing terms of reference, negotiating consultant fees, approving contracts, providing ongoing monitoring, and reviewing standards.

Leads and co-ordinates Harbour Authorities in the development of their Environmental Management Plans, approves plan and provides ongoing monitoring to ensure compliance with federal regulations and policies.

Leads, assigns and directs the work of Public Works and Government Services staff ,private consultants, client groups and other contractors involved in construction and maintenance projects. This involves leading and providing direction on project deliverables, direction on timing and alternatives for project implementation, direction on acceptance of work, direction on changes to the scope of work to be undertaken and organization and chairing of discussions to resolve project issues. This activity is not shared for projects up to \$15K and is shared with the Area Chief for projects in excess of \$15K.

Coists regional staff and the Area Chief in the initial training of new persons in the organization on such matters as corporate structure, administrative practices, business, operational and legal issues associated with the Small Craft Harbours program. This is a shared responsibility.

Provides management and operational guidance to incorporated recipient groups that propose to assume responsibility and eventual ownership of Federal harbours formerly under government jurisdiction. Plans and establishes self directed work teams consisting of interdepartmental representatives to assign divestiture projects. This is a shared responsibility.

(4) Money

BUDGETING:

As a responsibility centre manager, manages, plans and budgets for a construction program as well as an operations and maintenance budget. Provides financial advice and makes recommendations for prioritization of projects, including cost benefit and risk analyses. The incumbent has considerable latitude and flexibility to arrange and manage financial resources to most successfully impact on program deliverables within the area of responsibility.

Participates in area budget preparation and management including providing recommendations for the area Small Craft Harbours' budget, providing financial advice and making recommendations for prioritization of projects, including cost benefit and risk analyses. Plans and budgets for the allocated harbour operation and maintenance budget of the Small Craft Harbours' program. On an ongoing basis monitors status, reallocates funds within budget to compensate for changes, and conducts financial planning, forecasting and reporting. Has considerable latitude to allocate and reallocate funds from one project to another or between harbours.

Provides MANAGERIAL AND OPERATIONAL advice and recommendations to private incorporated harbour authorities, federally appointed harbour managers and recipient groups on preparing and managing operational budgets to ensure their successful operation AND long term sustainability.

MANAGING MONEY FLOW:

Determines and negotiates commercial lease and licence annual rents with private commercial operators based on Treasury rd guidelines and market value appraisals. Monitors and tracks commercial leases and licences issued and payments received, advises the responsibility centre on outstanding accounts and recommends the appropriate action including enforcement and writing off debts. Assists harbour authorities in soliciting financial contributions from other Federal, Provincial, Municipal and private sources for cost-shared projects with private incorporated harbour authorities and recipient groups. Provides ADVICE AND recommendations to private incorporated harbour authorities and recipient groups on devising a service fee schedule, determining commercial sub-lease and licence annual rents, and collection of accounts based on specific site and local market conditions and knowledge of other harbour operations, and to reduce the demand on the Small Craft Harbours program budget.

SPENDING:

Cresponsibility centre manager with full signing authority to allocate funds among line objects and manages construction and an operations and maintenance budget. Identifies, tenders, awards and administers all maintenance and service contracts within allocated budget. Is accountable for expenditures associated with a broad range of activities relevant to harbour management and the operating and administrative resources required to manage the Harbour Authority Program including sole source authority in dealing with harbour authorities. Has freedom to reallocate funds within financial authority and in compliance with Treasury Board guidelines. Identifies, tenders, awards and administers contracts within allocated budget., verifies goods and or services are received and processes progress claims and final invoices. PARTICIPATES AND PROVIDES RECOMMENDATIONS on the real property acquisition budget for the portfolio of harbours. Commits funds and recommends paying funds in the form of grants and contributions and joint project agreements. Purchases goods and services using government credit cards and accounts for all expenditures. Provides advice and recommendations to private incorporated harbour authorities and recipient groups on tendering and contracting for goods and services, as well as processing claims and invoices and auditing requirements. THIS IS A SHARED RESPONSIBILITY.

(5) Physical Assets and Products

Operates and maintains real property, harbour infrastructure and related equipment used by the commercial fishing stakeholders and the public in harbours that are still managed directly by Small Craft Harbours. These assets are extremely valuable and very difficult to replace due to budget limitations and program inflexibility due to commitments to other projects. Safety of harbour users and clients using harbour facilities is of utmost concern to the branch.

Takes temporary custody of, and protects seized equipment, vehicles and vessels, gathered by branch during enforcement actions and investigations, to be used by the Crown during prosecution. This property becomes the responsibility of the branch, cannot be replaced, and is used in court as evidence.

Operates, maintains and cares for assets included in own work such as a personal computer, cellular telephone, office furniture, cameras, files, supplies, and software. These assets are not used by other staff and can be replaced, but at a considerable cost to Small Craft Harbours.

(6) Ensuring Compliance

As an enforcement officer pursuant to the Fishing and Recreational Harbours Act and Regulations, conducts routine inspections of harbour usage including that of fishers, commercial operators, lessors, and the general public to ensure compliance with regulations related to real property and environment issues, in order to ensure the safety of the harbour users general public and to protect the environment. Compliance and enforcement activities are performed by examining a wide range of various options and statutes available to determine the most appropriate course of action. Duties require examining complaints, taking evidence, issuing warnings and recommending whether to pursue prosecution, and providing sworn testimony. Responsibility is shared. conducts on-site audits and evaluations of Harbour Authorities' business and real property management practices to ensure compliance with the

Canada Business Corporations Act and the Small Craft Harbours' lease in order to protect the interests of the general public and fishing industry stakeholders in terms of safety and providing nondiscriminatory public access. negotiates compliance schedules and implementation, among a wide number of options available, for violators using own government, precedents and established practices. Consults with supervisor regarding difficult situations.

Conducts on-site audits and response to public complaints pertaining to recipient groups to ensure compliance with the covenants associated with the transfer of real property under the devolution program in order to ensure nondiscriminatory access and that the transferred assets continue to be operated in accordance with the conditions of the transfer agreement. Negotiates compliance schedules and implementation among a wide number of options available for violators using judgment, precedents and established practices. Responsibility is shared.

Skills

(7) Job Content Knowledge

Knowledge of inter-personal communication and negotiation principles, accompanied with problem solving techniques and an ability to analyze complex issues and develop innovative and viable solutions, is required when investigating problems and advising privately incorporated harbour authorities on organizational alternatives, property management and facility development options, business, legal, financial and construction issues

Knowledge of principles, practices, and techniques of leadership to effectively provide and coordinate the efforts of diverse ups towards common goals.

Knowledge of enforcement including investigative techniques and legal processes associated with the application of the Fishing and Recreational Harbours Act and Regulations, maritime, contract, tort and common law is required to carry out enforcement duties, investigate claims against the Crown and to provide specific advice to Harbour Authorities, the general public and management on land control and enforcement issues.

Knowledge of the principles and practices associated with real property management as it relates to custodial Federal property, including legal, administrative, and management techniques, procedures, and responsibilities is required to effectively operate harbours and to provide specific advice to Harbour Authorities.

Knowledge of real property acquisition and disposal methods including legal and property terminology; methods and procedures and the ability to read and interpret survey plans, deeds and descriptions in order to address client and legal requirements for management of harbours and implementation of construction projects.

GENERAL Knowledge of environmental assessment responsibilities and techniques, development and

use of safety plans and environmental management plans, harbour standards, regulatory requirements, quality inspection techniques and construction methodologies, including the ability to read and interpret construction drawings and specifications in order to analyze complex situations and provide specific advice to Harbour Authorities, management, contractors, consultants and regulatory agencies. Knowledge of project management, planning, implementation, critical time line analysis, negotiation approaches, and report writing to manage a construction program is also essential to the successful operation of a system of harbour authorities.

Knowledge of principles, practices, authorities, and accountabilities of financial management including processes for budgeting, forecasting, cost benefit analyses, business planning, cost recovery, managing money flow, and conducting expenditures to provide advice to Harbour Authorities and to exercise financial control over allocated budget.

GENERAL Knowledge of financial audit procedures, standards and reports to provide input into and assist in reviewing audit activities.

Requires knowledge of computer software, the internet and data entry programs, including Microsoft Word, Powerpoint, Excel, Explorer electronic mail, National Oracle databases including ABACUS, FRMS, HRTS and SIP in order to gather information, prepare correspondence, produce reports and input data.

(8) Contextual Knowledge

WORK UNIT

Extensive Knowledge of the mandate and priorities of Small Craft Harbours' related to the reduction of operating expenditures through partnerships or devolution exercises and new business arrangements with clients through the Harbour Authority initiative. Knowledge of respective roles of national and regional staff on all management and operational issues is important in developing effective working relationships, selecting the best course of action, and providing a unified approach to issues.

Knowledge of investigative techniques to ensure enforcement and evidence gathering procedures are conducted correctly and legally. Knowledge of the media, their interests and unit protocols to ensure accurate information on the activities of the unit are presented accurately and professionally.

Knowledge of collective agreements, travel directives, standards, procedures, guidelines and unit culture to provide leadership to staff. Knowledge of inventory control and accountability standards to ensure asset utilization is managed and used for its intended purpose.

DEPARTMENT

Knowledge of the culture, values, organization, mandate, policies, programs and objectives of the department, in support of the departmental vision and oceans strategy initiative in order to provide informed advice and recommendations to Harbour Authorities. Knowledge of departmental policies and contacts and points of reference is required in order to understand a best course of action and how it will impact on the Small Craft Harbours' mandate and program initiatives. Knowledge of the interaction between branches such as finance, communications, personnel, informatics, contracting, habitat management, and their advisors and directors to ensure contact is made with the person(s)

responsible for any particular component of an initiative to ensure information is received in a timely manner.

OTHER DEPARTMENTS

Department of Public Works and Government Services Canada (PWGSC) to understand their role in the disposal of federal government real property to ensure compliance with Treasury Board guidelines; Department of Environment (DOE) to understand the various environmental acts and regulations and to understand and support the role and responsibility of SCH in adhering to environmental legislation, particularly related to land management; Transport Canada , Harbours and Ports directorate, to understand the linkages between its mandate to manage and operate federal commercial ports and the SCH mandate to establish a cooperative working relationship particularly as relates to the operations of harbours with shared jurisdiction. Indian and Northern Affairs Canada (INAC) to understand its mandate and role relevant to associated land claims and real property issues in respect to aboriginal communities. This knowledge is particularly significant to the SCH program in respect to the management and disposal of federal real property at harbours that may be the subject of land claims or related treaties with aboriginal groups; Human Resources Development Canada programs to access financial and human resources to assist in furthering the aims of Harbour Authorities through the development of partnership arrangements. This knowledge is essential in providing the best advice, recommendations and direction to all harbour users in areas where each of these agencies are involved and decisions have to be made on a best course of action on many management issues.

CANADIAN PRIVATE AND OTHER PUBLIC SECTORS

Knowledge of the roles, responsibilities, and programs of Provincial Departments and Municipal units and officials to provide assistance and consultation on the Harbour Authority and divestiture initiatives. Knowledge of the political, cultural, and socio-economic status of the communities in the assigned portfolio to facilitate in the planning for the implementation of the Harbour Authority or divestiture initiatives, and for ongoing service delivery. Knowledge of local politicians, special interest groups and the identity of community leaders to seek and provide consultation on policy issues. Knowledge of the trends and developments in the fishing industry that will impact of the Small Craft Harbours' initiatives, and in order to forecast changes in the management options and levels of service required for commercial fishing harbours.

LEGISLATION / REGULATIONS

Knowledge of the content and underlying principles and intent of the following Acts and Regulations, as they apply to management and operation of real property and facilities, and to be able to minimize risks and to formulate a due diligence legal defense in the event of prosecution for violations of specific statutes and against civil suits:

Fishing & Recreational Harbours Act And Regulations and the Federal Property Traffic Act to manage, to ensure health and safety of harbour users, provide advice to lessees and Harbour managers and users, to implement construction and repair projects, and to acquire and divest property.

Canada Business Corporations Act (Part 2) to ensure compliance under the Act by the Harbour Authorities to maintain their legal incorporation entity and ensure that the necessary reports and

documentation is received from the Harbour Authorities.

Provincial and territorial acts, regulations, policies and procedures governing environmental protection and habitat management to ensure compliance of harbour transfer and management activities.

Financial Administration Act to ensure compliance of lease agreements, real estate transactions, construction and surveying projects, procurement, invoicing and expenditure procedures.

Federal Real Property Act and Regulations to conduct, monitor and evaluate land acquisition, leasing and disposal.

Federal and provincial legislation, property law, contract law and leasing procedures to ensure that transactions are appropriately managed in their respective jurisdictions.

Federal and provincial legislation and agreements governing transfer of lands, resources and programs to First Nations to ensure that SCH agreements are in compliance.

Federal laws governing environmental protection, enforcement and the safe and responsible operation of harbours (e.g., Navigable Waters Protection Act, Canada Shipping Act, Canadian Environmental Assessment Act, Environmental Protection Act, Harbours and Ports Act, Public Works Act) to manage operations, and to ensure that the Crown's interests are defended in construction and real estate transactions.

(9) Communication

COMMUNICATION OUT:

Presentation and public speaking skills are required when articulating policy information, reports, and recommendations to fishing industry stakeholders and public clients. This often requires interpreting policy in order to present arguments and dissuade individual biases as well as explaining and altering specialized legal and technical terminology so that it can be fully comprehended by various audiences.

Verbal and presentation skills are required to negotiate leasehold interests with incorporated groups and commercial operators. This requires skill in interpreting Treasury Board guidelines and explaining specialized legal terminology in order that information can be fully comprehended by the lessee. This requires skill to negotiate and persuade the lessee with respect to specific clauses in the lease, lease boundaries, and lease rates.

Writing skills are required to prepare correspondence to clients and to prepare various reports, draft background and site specific information necessary for ministerial correspondence and fact sheets. This requires skill in interpreting information and explaining complicated and sensitive issues.

Verbal skills are required to present the assigned functions in wide ranging consultations with client groups, regional officials, and other government departments to explain policies, priorities and activities, negotiate issues, obtain input and gain agreement and cooperation to handle sensitive situations. Depending on the client groups, the message must be altered and simplified in order to be understood and effective.

COMMUNICATION IN:

Active Listening skills to interpret body language, tone of language and other non-verbal communications, recognizing the different meanings these have for persons of different cultural origins and on the basis of the circumstances in which the information was provided, to understand the intent and the complexities of the message being transmitted by people with whom the individual must interact within the Department., clients, fishing industry representatives, service providers, other governmental organizations, and non-governmental organizations in developing networks and partnerships to provide quality client services. Due to the complexity of the message and terminology, the emotional and confrontational circumstances and environment in which interactions evolve and the variety of audiences, an understanding of the implicit component of the message is as important to the meaning of the message as the explicit component. Observation skills to read between the lines when conducting public information sessions and to adjust delivery to the respective mood of the audience.

Reading and interpretive skills to gather and synthesize key information from legislation, departmental policies and directives, contracts, surveys, leases, complex and ambiguous common law, legal documentation and then presenting information in a format and terminology that can be easily understood and utilized by the staff, general public, Harbour Authorities, organizations, clients, and community representatives, to promote comprehension and awareness and to ensure that the requirements for the development, management and enforcement of the SCH program is understood.e. Reading skills to digest information and demands from groups or individuals and review proposed responses to ensure that they contain accurate information.

Listening and interpretation skills are required when receiving information and feedback from industry representatives, the Area Chief, colleagues and contractors in order to retain salient points, synthesize information on complex issues, and gauge underlying intentions.

(10) Motor and Sensory Skills

In the course of travel and enforcement duties, there is a requirement for dexterity and coordination to embark and disembark vessels, and land vehicles while carrying equipment, and to inspect harbour infrastructure.

Manual dexterity and coordination skills are required for the daily operation of a computer keyboard in the preparation of correspondence, reports and inputting data. Dexterity is required to operate other office equipment such as photo copiers, fax machines and cellular telephones.

Effort

(11) Intellectual Effort

UTILIZING strategies, practices and approaches to govern the negotiation and consultative processes of fishing industry stakeholders and the public involved in the implementation of the Harbour Authority policy. The work is performed under departmental time line pressures to achieve imposed goals, involves dependence on other government departments and agencies, client pressures for information, conflicting stakeholders interests and changing policy interpretations.

Analyzing the associated business and operational plans of the established Harbour Authorities to evaluate their effectiveness from a management, operational, business, and legal perspective and directing corrective measures through consultation or direct intervention. This work is performed under time line pressures imposed by the department, individual biases against the department, and client reluctance to change to comply with directives.

Negotiating the resolution of differing interpretations as they arise in the administration of harbour authorities, including enforcement procedures, data collection, and collection of revenues from fees and services. The work is performed without the benefit of established practices and precedents and without the availability of human resources required to meet imposed goals and deadlines.

Intellectual effort must be applied in the management of a construction program to analyze requirements for program expenditures, prioritize project requests for funding, and for the preparation of project proposals. The work is performed under time line pressures imposed by the department and clients, weather and climatic conditions, and the dependence on other government departments and agencies. There is a constant requirement to analyze an on-going number of project requests, seek or create solutions from a large number of options, and to make unbiased funding decisions with limited program funding.

Managing a minor construction program under tight work schedules, funding pressures and ever increasing service demands can be quite complicated when consideration must be given to construction standards, available working season for marine projects, developing environmental requirements, as well as concerns and priorities of other federal and provincial regulatory agencies. In addition, fishing seasons, quotas, vessel and gear types must be fully understood to meet client needs. The analysis of this information is complex and time consuming and the incumbent is required to develop construction options taking all these concerns into account. This is further complicated by a natural resistance to accept anything new or of a different standard than clients have been used to in the past.

UTILIZING strategies and options unique to each situation in order to conduct sensitive negotiations with client groups regarding the short and long term development, management and divestiture of real property. The work is performed under departmental time line pressures to achieve imposed goals, dependence on other government departments and agencies, client pressures for information and legal interpretations, conflicting stakeholders interests, and negative public opinion against overall government fiscal restraint and downloading policies.

(12) Sustained Attention

The work requires long periods of sustained attention when operating a motor vehicle in order to concentrate on the road while driving. There are frequent interruptions with calls from cellular telephones which increase the risk of accidents. This work takes up to twenty percent of the

incumbent's time on an ongoing basis, due to the geographic size of the area of responsibility.

The requirement to maintain attention while attending public and internal business meetings as a leader and participant requires sustained attention to comprehend and interpret information and to contribute effectively to a variety of complex initiatives and concerns. These activities consume twenty five percent of the available time.

The requirement to read, comprehend and respond to a variety of correspondence demanding different levels of interpretation and levels of response, consume twenty five percent of the available time.

(13) Psychological/Emotional Effort

Psychological/emotional effort is needed to remain impartial and composed when dealing with conflicts and disagreements in discussions with Harbour Authorities, community representatives, user groups and contractors to obtain and exchange information regarding operational issues or enforcement and safety incidents. Due to the sensitivity of the commercial fishing industry, sometimes emotions can run high and there is little or no control over the number of clients, duration and frequency of incidents or how individuals choose to express their emotions. Enforcement activities can be very sensitive and may result in a very emotional or hostile reaction and interaction from those involved. Where clients believe that their livelihood is being threatened, there are strong emotional reactions and persons tend to act first and think of the consequences later. Every incident must be assessed independently and the incumbent has no way of predetermining public or individual reaction to enforcement interventions. Diplomacy is required often to deflect criticism directed at other programs and to avoid disclosing confidential information.

Psychological/emotional effort is required to deal factually and promptly with sensitive, highly political and controversial issues relating to the development, management and enforcement of the Small Craft Harbours program and to respond to questions presented by representatives of industry related organizations or their legal representatives who have concerns with decisions rendered and other issues, and to explain and defend political and departmental direction, policies and regulations. In many instances, the information that the incumbent is dealing with is very politically sensitive. The interaction with Harbour Authorities, fishing industry representatives, project committees, partners and stakeholders, task groups or individuals creates considerable psychological and emotional pressure due to strong and varied points of view and opposing positions. Individuals making requests in person or by telephone, or in reaction to information provided that is in opposition to their position, can become hostile, abusive, threatening, or very emotional; under these circumstances, it is necessary to keep a professional composure, be empathetic but not become emotional, and bring the issue and conversation to a fruitful resolution. Considerable judgement is required to assess and analyze situations and quickly respond with appropriate solutions to address issues, which causes psychological pressure.

(14) Physical Effort

On a daily basis, the work involves long periods of sitting to read a variety of hard copy and electronic information, to operate a personal computer and to analyze problems and offer suggested solutions.

On a frequent basis, the work involves visiting harbour locations where construction activity is occurring, climbing on and off vessels, wharves and harbour facilities to carry out facility inspections. This requires the provision of protective and safety equipment including safety boots, life jackets, gloves and hard hats.

There is a weekly requirement to attend meetings and stand for long periods of time in directing discussions or to sit for extended periods recording information.

There is a frequent requirement to visit remote harbour locations and communities to attend meetings. This involves prolonged periods of driving alone and sitting in one position, as well as a requirement to travel on helicopters, small planes and vessels.

The work requires stamina and concentration to work extended and irregular hours to meet operational demands and accommodate client needs.

Working Conditions

(15) Work Environment

Psychological Work Environment:

The work is performed in both an office and external environment. There is a continuous requirement to deal with imposed deadlines from the completion of reviews, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, and politically sensitive issues associated with programs and policies.

The work involves attending on site meetings at many varied locations with community groups, Harbour Authorities, and the general public several times a week, many of which are of a sensitive nature and pose a requirement to deal with angry, distressed, and confrontational people in enforcement situations.

Physical Work Environment:

The work involves continuous exposure to noise and frequent interruptions from staff, callers, and visitors, as well as exposure to glare from computer monitors during long periods of keyboarding. The work also involves continuous exposure to harbour and construction sites. The on site work involves continuous exposure to inclement weather, extremes of heat and cold, dust, fumes and noise. Occasionally there is a requirement to climb ladders, board vessels and walk over rough terrain in all weather conditions. There is a requirement to wear safety and protective clothing when visiting construction sites and inspecting harbour facilities.

There is a frequent requirement to work unpredictable and uncontrollable hours to deal with time lines imposed by third party meetings and/or locations. The work involves attending occasional meetings in

sometimes remote harbour locations. Many incidents result from extreme weather conditions and must be inspected and resolved during the event.

The work requires extended periods of driving alone, and in all weather conditions, both day and night.

(16) Risk to Health

Repeated travel on a weekly basis involves driving a vehicle for extended periods of time, often to remote locations during inclement weather and on sub-standard road conditions, causes muscular pain in the back and shoulders, eye strain and fatigue and increases the risk of highway accidents.

Daily exposure to continuous meetings and phone calls, imposed deadlines, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, politically sensitive issues, and uncontrollable hours cause high stress levels that can lead to severe psychological and physical problems.

Visiting remote harbour locations alone and carrying out inspections of unsafe and derelict harbour infrastructure poses a risk to personal safety.

The office work environment is characterized by occasional visits from angry, distressed and confrontational individuals or groups of people that sometimes take over the office for extended periods of time. The unpredictability of this type of working environment leads to stress and anxiety, as such disruptions affect imposed deadlines and client service and increases the possibility of physical confrontations.

There is occasional exposure when confronting individuals or groups of people to carry out enforcement roles. This type of work leads to stress and anxiety, as often such individuals are agitated, threatening and confrontational, and poses the risk of physical harm.

The frequent use of finger and wrist muscles to enter data on a computer keyboard and produce correspondence, reports, environmental screening, contribution documents, can cause muscular pain.



WORK DESCRIPTION

*RELATIVITY***0000001048****Bungay Wayne**

Program Officer

Department/Agency:	Department of Fisheries and Oceans
Section:	
Division:	
Branch:	Small Craft Harbours
Geographic location:	Grand Falls-Windsor (Nfld.)
Security clearance	
Language requirements:	English Essential
Departmental use:	

Immediate supervisor:	Area Chief (0000001044)
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Version: Draft	Date last updated: 2000-2-3
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Classification:**Effective Date of Decision:****Model identifier:**

Client-Service Results

Program initiatives and advisory services related to the maintenance, operations, and management of harbours in an assigned geographic area to fishing industry stakeholders, the general public, and SCH regional and area personnel.

Key Activities

- X Supports the implementation of national and regional policy, procedures, management and budgetary control for a system of commercial fishing harbours in an assigned geographic area.
- X Delivers DFO's Harbour Authority initiative for all commercial fishing harbours through the establishment of Harbour Authorities.
- X Coordinates and provides training for Harbour Authorities.
- X Makes recommendations to Harbour Authorities on issues beyond their realm of expertise including legal, business, financial, management, operational, and enforcement issues, and on harbour maintenance and development.
- X Monitors the operations of Harbour Authorities to ensure compliance with the terms and

conditions of their lease agreement for harbour management and determines needed interventions and strategies.

• Conducts financial, operational, and environmental reviews of the operations of Harbour Authorities and recommends appropriate actions.

• Provides consulting/advisory services to Harbour Authorities concerning their roles in the management and operations of harbours and gives direction to Ministerially appointed Harbour Managers.

• Negotiates and approves individual Harbour Authority business plans and budgets, and provides specific advice regarding financial statements and business proposals for projects.

• Negotiates, drafts and issues licences to all commercial harbour users in DFO managed harbours.

• Participates in the negotiation of leases to commercial/industrial users of DFO managed property in scheduled harbours.

• Assists the Area Chief in the implementation and management of Small Craft Harbours maintenance and development program.

• Undertakes management and enforcement activities associated with the operation of real property and facilities.

• Provides recommendations to the Area Chief on the divestiture of commercial fishing harbours not intended for harbour authority management, and on facilities administered by Harbour Authorities but surplus to the fishing industry needs.

• Identifies real property requirements and recommends the acquisition to the Area Chief as needed for the management and operation of commercial fishing harbours.

• Identifies the need for and produces Environmental Screening and Assessment Reports for projects in accordance with the Canadian Environment Assessment Act.

Employee's statement:

I have been given the opportunity to comment on this work description.

Employee's signature

Date

Supervisor's statement:

This work description accurately describes the activities and demands of the position.

Supervisor's signature

Date

Authorization:

Manager's signature

Date

Work Characteristics



(1) Information for the Use of Others

Provides information and advice to various fishing industry stakeholders, politicians, the general public with respect to the Small Craft Harbours program and policies to assess the impact and to develop options for future harbour management.

Provides advice, guidance and recommendations to area management on management, operations, and maintenance of public harbours to assess the impact and feasibility of various harbour management, operations, and development options. Makes specific recommendations that can affect the livelihood of individual fishers and coastal communities, and impact on fish handling/processing facilities.

Provides advice and disseminates information to incorporated Harbour Authorities, and applies methodologies and standards in such matters as business planning, revenue generation, financial and resource planning and management, tax provisions and reporting requirements, property management, legal and enforcement issues, environmental practices and compliance, liability insurance, legislative obligations, technical matters such as construction standards, specifications and techniques, and administrative matters such as tendering, procurement, contracting for services, inventory control, computer operations and human resource practices to ensure successful operation and economic sustainability.

Gathers, synthesizes, and produces draft ministerial correspondence from a complex variety of information for the Area Chief to respond to specific inquiries directed to the Minister's office.

Researches socio-economic and environmental background information and produces environmental assessment reports for the Area Chief for the approval of projects to ensure compliance with the Canadian Environmental Assessment Act. The reports as approved by the Regional Director are made available for public perusal and critique through the national Habitat Referral Tracking System.

Provides technical advice and assistance to individuals, Harbour Authorities, groups, and the fishing industry on construction and repair projects being considered for structures administered by the Department. This can involve breaking down complicated construction and permitting processes into simpler operations, and is necessary to give Harbour Authorities, individuals, and groups the knowledge and skills they require to successfully complete projects to established regulations, codes, and standards.

(2) Well-Being of Individuals

There is no specific requirement for this.

(3) Leadership of Human Resources

Leads and coordinates multi-disciplinary groups and agencies in meetings, working groups and projects to provide information on programs and policies, and to develop overall management and business plans. Guides incorporated Harbour Authorities in human resource planning including the recruitment of volunteers, students and employees, and consultants required to support the Harbour Authority program. This includes developing work plans and priorities, proposing terms of reference,

evaluating performance and creating alternate plans to accomplish objectives. This is a shared responsibility.

Conducts initial training of new Harbour Authority directors and members on such matters as corporate structure and bylaws, business, accounting, legal, and administrative matters associated with the operation of a Harbour Authority.

Conducts initial training of new persons in the Branch on such matters as corporate structure, administrative practices, business, operational and legal issues associated with the Small Craft Harbours program. This is a shared responsibility.

Provides management and operational guidance and training in accounting principles and procedures to incorporated recipient groups that have assumed responsibility of Federal harbours formerly under government jurisdiction. This is a shared responsibility.

Assigns and manages the work of Harbour Managers and Enforcement Officers through the development of work plans, performance reviews, and the determination of remuneration for services rendered. This is a shared responsibility.

Facilitates and chairs public meetings in communities to establish Harbour Authorities. Explains the management and operational concepts of Harbour Authorities including departmental and Harbour Authority responsibilities.

Guides incorporated Harbour Authorities in the development of a management plan which includes work plans, revenue generation, and maintenance and services programs. This is a shared responsibility.

(4) Money

BUDGETING

Participates in aspects of budget preparation and management including providing recommendations for the Area budget, providing financial advice and making recommendations for prioritization of projects, including cost benefit and risk analyses. Plans, costs and budgets for harbour operations and maintenance activities. On an ongoing basis monitors project status; reallocates funds within budget to compensate for changes; and conducts financial planning, forecasting and reporting. Provides advice and recommendations to incorporated harbour authorities and recipient groups on preparing and managing operational budgets to ensure their successful operation and long term sustainability.

MANAGING MONEY FLOW

Determines and negotiates commercial lease and licence annual rents with private commercial operators based on Treasury Board guidelines and market value appraisals. Monitors and tracks commercial leases and licences issued and payments received, advises the Area Chief on outstanding accounts and takes the appropriate enforcement action. Solicits financial contributions from other Federal, Provincial, and private sources for cost-shared projects with incorporated harbour authorities and recipient groups to reduce the demand on Small Craft Harbours budget. Provides advice and recommendations to incorporated harbour authorities on devising service fee schedules, determining commercial sub-lease rent and licence fees, and collection of accounts based on specific site and local market conditions and knowledge of other harbour operations.

SPENDING

Identifies, tenders, awards and administers maintenance and service contracts within allocated budget.

Awards contracts, verifies goods and or services are received and approves progress claims and final invoices for payment. Commits funds and recommends paying out funds under contractual agreements. Purchases goods and services using government credit cards issued in incumbents' name and accounts for all expenditures. Provides advice and recommendations to incorporated harbour authorities and recipient groups on tendering and contracting for goods and services, processing claims and invoices, and auditing requirements.

(5) Physical Assets and Products

Operates and provides minor maintenance of real property, harbour infrastructure and related equipment used by the commercial fishing stakeholders and the public in harbours that are managed directly by Small Craft Harbours, and minor maintenance at those sites under lease to Harbour Authorities. These assets are extremely valuable and very difficult to replace due to budget limitations and program inflexibility due to commitments to other projects.

Takes temporary custody of, and protects seized evidence gathered during investigations, to be used by the Crown during prosecution. This time sensitive evidence cannot be replaced.

Operates and maintains assets included in own work such as a government vehicle, personal computer, cellular telephone, office furniture, files, supplies, and software. With the exception of the vehicle these assets are not used by other staff and can be replaced, but at a considerable cost.

(6) Ensuring Compliance

As an enforcement officer pursuant to the Fishing and Recreational Harbours Act and Regulations, conducts routine inspections of harbour usage including that of fishers, commercial operators, lessors, and the general public to ensure compliance with regulations related to real property and environment issues, in order to ensure the safety of all harbour users and the general public and to protect the environment and harbour infrastructure. Compliance and enforcement activities are performed by examining a wide range of various options and statutes available to determine the most appropriate course of action. Duties require examining complaints, taking evidence, issuing warnings and recommending whether to pursue prosecution, and providing sworn testimony. Responsibility is shared and may require supervisor and senior management involvement.

Conducts on-site reviews and evaluations of Harbour Authorities' business and real property management practices to ensure compliance with and enforcement of the Fishing and Recreational Harbours Act, and the Small Craft Harbours' lease in order to protect the interests of the general public and fishing industry stakeholders in terms of safety and non-discriminatory public access. Depending on the degree of non-compliance, using own judgement and established precedents and practices, negotiates corrective action. Consults with supervisor regarding difficult situations.

Conducts on-site reviews to ensure Harbour Authorities are in compliance with the Provincial Labour Act, Worker's Compensation Act, Canada Corporation Act, Revenue Canada Taxation re: employee benefits and Harmonized Sales Tax. Negotiates compliances schedules and implementation of corrective action for violators using own judgement, precedents, and established practices. This is a shared responsibility.

Ensures that minor maintenance activities comply with the Canadian Environmental Assessment Act, Fisheries Act, Navigable Waters Protection Act, and provincial environmental regulations. The responsibility is shared. Failure to ensure compliance could result in legal action being initiated against

the Crown and/or incumbent.

Conducts Environmental Screenings on lease agreements with Harbour Authorities and the fishing industry or other users of federal property to ensure compliance with the Canadian Environmental Protection Act.

Skills

(7) Job Content Knowledge

Knowledge of negotiation principles and techniques and practices to effectively conclude initiatives and agreements with clients.

Knowledge of principles, practices, and techniques of leadership to effectively provide and coordinate the efforts of diverse groups towards common goals.

Knowledge of problem solving techniques with an ability to analyze issues and develop innovative and viable solutions is required when investigating problems and advising Harbour Authorities on property management, business and legal issues.

Knowledge of enforcement including investigative techniques and legal processes associated with the application of the Fishing and Recreational Harbours Act and Regulations, maritime, contract, tort and common law is required to carry out enforcement duties, investigate claims against the Crown and to provide specific advice to Harbour Authorities, the general public and management on land control and enforcement issues.

Knowledge of the principles and practices associated with real property management as it relates to custodial Federal property, including legal, administrative, and management techniques, procedures, and responsibilities is required to effectively operate harbours and to provide specific advice to Harbour Authorities.

Knowledge of real property acquisition and disposal methods including legal and property terminology; methods and procedures and the ability to read and interpret survey plans, deeds and descriptions in order to address client and legal requirements for management of harbours and implementation of construction projects.

Knowledge of harbour standards, regulatory requirements, facility inspection techniques and construction methodologies, including the ability to read and interpret construction drawings and specifications in order to analyze situations and provide advice to Harbour Authorities, management, contractors, consultants and regulatory agencies. Knowledge of project management, planning, implementation, critical time line analysis, negotiation approaches, and report writing to manage a minor maintenance program.

Knowledge of principles, practices, authorities and accountabilities of the financial process for budgeting, managing money flow, and expending funds for goods and services, and to exercise financial control over allocated budget.

Knowledge of financial review procedures, standards, and reports to conduct reviews of Harbour Authority activities.

Knowledge of financial accounting systems, including payroll taxation remittance procedures to train Harbour Authorities in accounting practices and record maintenance.

Knowledge of various options of revenue generation is required to advise Harbour Authorities on becoming financially viable businesses..

Knowledge of computer software, the internet and data entry programs, in order to gather information, prepare correspondence, produce reports and input data.

Knowledge of communication practices and techniques to prepare public presentations and written reports.

Knowledge of methods, techniques and practices required to conduct environmental screenings and assessments to ensure program compliance with federal and provincial environmental legislation.

Knowledge of inventory control and accountability standards to ensure asset utilization is managed and used for its intended purpose.

Knowledge of investigative techniques to ensure enforcement and evidence gathering procedures are conducted correctly and legally.

(8) Contextual Knowledge

WORK UNIT

Knowledge of the mandate and priorities of Small Craft Harbours' related to safety issues, harbour development and the reduction of operating expenditures through major devolution exercises and new business arrangements with clients through the Harbour Authority initiative.

Knowledge of administrative procedures and budgeting processes are required to deliver the maintenance/construction and operations program through a variety of initiatives.

Knowledge of the respective roles of regional staff on all management and operational issues is important in developing effective working relationships and providing a unified approach to issues.

Knowledge of collective agreements, travel directives, standards, procedures, guidelines and unit culture to conform to established practices.

Knowledge of the regional protocols respecting the media to ensure that the region conveys accurate information..

DEPARTMENT

Knowledge of the structure, roles, functions and responsibilities of the department, its objectives and priorities in support of the departmental vision and oceans strategy initiative in order to provide informed advice and recommendations to Harbour Authorities.

Knowledge of departmental policies, contacts and points of reference is required in order to understand changes within the fishing industry that will impact on the Small Craft Harbours' mandate and program initiatives.

Knowledge of the interaction between branches such as finance, communications, personnel, informatics, contracting, habitat management, and their advisors and directors to ensure contact is made with the person(s) responsible for any particular component of an initiative to ensure information

is received in a timely manner.

OTHER DEPARTMENTS

Knowledge is required of the roles and responsibilities of other Departments and their mandates, organizational structures, programs, culture, policies and regulations including Public Works and Government Services Canada and Treasury Board of Canada for administering minor maintenance projects; Industry Canada in terms of the creation and incorporation of Harbour Authorities; and other Departments such as the RCMP, Environment Canada, Transport Canada, Revenue Canada Taxation for enforcement and regulatory issues.

Knowledge of Human Resources Development Canada programs is required to access financial and human resources to assist in furthering the aims of Harbour Authorities through the development of partnership arrangements.

CANADIAN PRIVATE AND OTHER PUBLIC SECTORS

Knowledge of the roles, responsibilities, and programs of provincial departments, municipal governments and officials to provide assistance and consultation on the Harbour Authority and divestiture initiatives.

Knowledge of the political, cultural, and socio-economic status of the communities in the assigned portfolio to facilitate in the planning for the implementation of a Harbour Authority or divestiture initiatives, and for ongoing service delivery.

Knowledge of local politicians, special interest groups and the identity of community leaders to seek and provide consultation on program issues.

Knowledge of the trends and developments in the fishing industry that will impact on the Small Craft Harbours' initiatives, in order to forecast changes in the management options and levels of service required for commercial fishing harbours.

LEGISLATION/REGULATIONS

Knowledge of the content and underlying principles and intent of the following Acts and Regulations, as they apply to management and operation of real property and facilities, and to be able to minimize risks and to formulate a due diligence legal defence in the event of a personal prosecution for violations of specific statutes and against civil suits:

Fishing & Recreational Harbours Act and Regulations

Fisheries Act

Oceans Act

Financial Administration Act

Treasury Board Regulations

Canadian Environmental Protection Act

Canadian Environment Assessment Act

Criminal Code of Canada

Navigable Waters Protection Act

Canada Business Corporations Act

Canada Labour Code and Regulations

Federal Real Property Act and Regulations

National Building Code of Canada

National Fire Code of Canada

Canada Shipping Act

Small Fishing Vessel Regulations

Various provincial acts and regulations

(9) Communication

COMMUNICATION OUT:

Presentation and public speaking skills are required when articulating policy information, reports, and recommendations to fishing industry stakeholders and public clients and in the formation of Harbour Authorities. This often requires interpreting policy in order to present arguments and dissuade individual biases as well as explaining and altering specialized legal and technical terminology so that it can be fully comprehended by various audiences.

Verbal and presentation skills are required to negotiate leasehold interests with incorporated groups and commercial operators. This requires skill in interpreting Treasury Board guidelines and explaining specialized legal terminology in order that information can be fully comprehended by the lessee. This requires skill to negotiate and persuade the lessee with respect to specific clauses in the lease, lease boundaries, and lease rates.

Writing skills are required to prepare correspondence to clients and to prepare various reports, draft ministerial correspondence and fact sheets. This requires skill in interpreting information and explaining complicated and sensitive issues.

Verbal skills are required to present the assigned functions in the wide ranging consultations with client groups, regional officials, and other government departments to explain policies, priorities and activities, negotiate issues, obtain input and gain agreement and cooperation to handle sensitive situations. Depending on the client groups, the message must be altered and simplified in order to be understood and effective.

Written and verbal skills are required to provide information to various fishing industry stakeholders, politicians, and the general public with respect to the Small Craft Harbours program and policies. This often involves explaining complicated policies, procedures, and standards which involves transforming information into alternate terms in order that it can be fully understood by a varying audience.

Verbal, written, and presentation skills are required to train incorporated Harbour Authorities in such matters as business planning, revenue generation, financial record keeping, and technical matters such as construction standards, specifications, tendering. This involves breaking down complicated financial and construction processes into simple, understandable steps and is necessary to give Harbour Authorities the knowledge and skills they require to develop and maintain good financial and construction practices.

COMMUNICATION IN:

Listening skills to interpret inquiries from clients who have difficulty understanding program related issues to determine their exact requirements and providing them the correct information. Observation skills to read between the lines when conducting public information sessions and to adjust delivery to the respective mood of the audience. Reading skills to gather and synthesize information written in legislative and regulatory language to draft responses to people having different requirements and levels of interpretation. Reading skills to digest information and demands from groups or individuals and review proposed responses to ensure that they contain accurate information.

(10) Motor and Sensory Skills

In the course of travel and performance of duties, there is a requirement for dexterity and coordination to embark and disembark vessels, and land vehicles while carrying equipment, and to inspect harbour infrastructure under unsafe conditions due to climate conditions, unsafe structures, and slippery conditions caused by the marine environment.

Manual dexterity and coordination skills are required for the daily operation of a computer keyboard in the preparation of correspondence, reports and inputting data. Dexterity is required to operate other office equipment such as photo copiers, fax machines and cellular telephones.

Physical dexterity, hand-eye coordination and concentration are required to drive land vehicles on a daily basis, often in inclement weather, poor road conditions, and during darkness.

A keen sense of smell is occasionally required to observe and address operational risks or compliance problems with respect to combustible or hazardous substances.

Effort

(11) Intellectual Effort

Applying strategies, practices and approaches to govern the negotiation and consultative processes with fishing industry stakeholders and the public involved in the implementation of the Harbour Authority policy. The work is performed under departmental time line pressures to achieve imposed goals, and involves dependence on other government departments and agencies, client pressures for information, conflicting stakeholders interests and changing policy interpretations.

Analyses and evaluates the associated business and operational plans of the established Harbour Authorities to evaluate their effectiveness from a management, operational, business, and legal perspective and implementing corrective measures through consultation or direct intervention. This work is performed under time line pressures imposed by the department, individual biases against the department, and client reluctance to change or comply with directives.

Negotiates the resolution of differing interpretations as they arise in the administration of harbour authorities, including enforcement procedures, data collection, and collection of revenues from fees and services. The work is occasionally performed without the benefit of established practices and precedents and without the availability of human resources required to meet imposed goals and deadlines.

Intellectual effort must be applied in the management of a minor maintenance program to analyze requirements for program expenditures, prioritize project requests for funding, and for the preparation of project proposals, plans and specifications. The work is performed under time line pressures imposed by the department and clients, weather and climatic conditions, and the dependence on other government departments and agencies. There is a constant requirement to analyze an on-going number of project requests to seek or create solutions from a large number of options, and to make funding recommendations with limited program funding.

Develops strategies and options unique to each situation in order to conduct sensitive negotiations with client groups regarding the management and the identification and initiation of divestiture of real property. The work is performed under departmental time line pressures to achieve imposed goals, dependence on other government departments and agencies, client pressures for information and legal interpretations, conflicting stakeholders interests, and negative public opinion against overall government fiscal restraint and perceived downloading policies.

Analyzes requirements for harbours and facilities in communities, judges and assigns relative priorities and develops short and long-term construction, maintenance and operational programs. Recommendations and decisions consider competing interests for limited funding, feasibility of proposals from harbour users, communities, environmental, economic, social and political consequences, and conflicting needs or demands of user groups.

Make decisions on short term harbour maintenance program requirements. Decisions must consider safety issues and associated priorities, the impact on communities, harbour users, and the fishing industry.

(12) Sustained Attention

The work requires long periods of sustained attention when operating a motor vehicle in order to concentrate on the road while driving under stressful factors such as wildlife, night driving, and adverse weather conditions. There are frequent interruptions with calls from cellular telephones which increase the risk of accidents. This work takes up to twenty percent of the incumbent's time on an ongoing basis, due to the geographic size of the area of responsibility.

The requirement to sustain attention while attending public and internal business meetings as a leader and participant is required to comprehend and interpret information and to contribute effectively to a variety of complex initiatives and concerns. These activities consume twenty percent of the available time.

Long periods of sustained attention is required to review financial records where errors have occurred in order to locate and take corrective action. This activity consumes five percent of available time.

(13) Psychological/Emotional Effort

Psychological/emotional effort is needed to remain impartial and composed while providing information services to irate clients who are objecting to decisions. There is no control over the number of clients or how they will choose to express their anger.

Psychological/emotional effort is needed to remain impartial and composed while carrying out enforcement duties involving upset clients who are not in compliance with the law. There is no control over the number of clients or how they will choose to express their anger.

Psychological/emotional effort is required to put aside personal beliefs and maintain composure when articulating, defending and implementing views that may not be one's own. There is little or no control over the duration and frequency of incidents.

Psychological/emotional effort is needed to meet work requirements that entail frequent absences from home and family with very little control over the occurrence, duration, and frequency.

(14) Physical Effort

On a daily basis, the work involves long periods of sitting to read a variety of hard copy and electronic information, to operate a personal computer and to analyze problems and offer suggested solutions.

On a frequent basis, the work involves visiting harbour locations where construction activity is occurring, climbing on and off vessels, wharves and harbour facilities, walking over uneven and slippery surfaces to carry out facility inspections. This requires the provision of protective and safety equipment including safety boots, life jackets, gloves and hard hats.

There is a weekly requirement to attend meetings and stand for long periods of time in directing discussions or to sit for extended periods recording information.

There is a frequent requirement to visit remote harbour locations and communities to attend meetings. This involves prolonged periods of driving alone and sitting in one position, as well as requirement to travel on helicopters, small planes and vessels.

The work requires stamina and concentration to work extended and irregular hours to meet operational demands and accommodate client needs.

The work requires the occasional lifting and carrying of heavy loads such as construction materials and equipment such as motors, winches, and office equipment for a short distance.

Working Conditions

(15) Work Environment

The work is performed in both an office and external environment. The work involves continuous exposure to noise and frequent interruptions from staff, callers, and visitors, as well as exposure to glare from computer monitors during long periods of keyboarding. There is a continuous requirement to deal with imposed deadlines from the completion of reviews, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, and politically sensitive issues associated with program policies.

The work involves attending on site meetings at many varied locations with community groups, Harbour Authorities, and the general public several times a week, many of which are of a sensitive nature and pose a requirement to deal with angry, distressed, and confrontational people.

The work also involves continuous exposure to harbour and construction sites. The on site work involves continuous exposure to inclement weather, extremes of heat and cold, dust, fumes and noise. Occasionally there is a requirement to climb ladders, board vessels and walk over rough and slippery

ten in all weather conditions. There is a requirement to wear safety and protective clothing when visiting construction sites and inspecting harbour facilities.

There is a frequent requirement to work unpredictable and uncontrollable hours to deal with time lines imposed by third party meetings and/or locations.

The work requires extended periods of driving alone, and in all weather conditions, both day and night.

(16) Risk to Health

Repeated travel on a weekly basis involves driving a vehicle for extended periods of time while exposed to wildlife on highways, inclement weather and on sub-standard road conditions, often in remote locations. This activity may cause muscular pain in the back and shoulders, eye strain, and fatigue, and increased risk of highway accidents.

Daily exposure to continuous meetings and phone calls, imposed deadlines, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, politically sensitive issues, and uncontrollable hours cause high stress levels that can lead to severe psychological and physical problems.

Visiting remote harbour locations alone and carrying out inspections of harbour structures and structurally unsafe facilities poses a risk to personal safety.

The office work environment is characterized by occasional visits from angry, distressed and confrontational individuals or groups of people. The unpredictability of this type of working environment leads to stress and anxiety, as such disruptions affect imposed deadlines and client service and increases the possibility of verbal confrontations.

There is occasional exposure when confronting individuals or groups of people to carry out enforcement roles. This type of work leads to stress and anxiety, as often such individuals are agitated, threatening and confrontational, and pose the risk of physical harm.

The frequent use of finger and wrist muscles to enter data on a computer keyboard and produce correspondence, reports, environmental screening, and contribution documents, can cause muscular pain.

The external work environment is characterized regularly by exposure to angry, distressed, and confrontational individuals and groups at meetings, and during on-site visits to harbours. The unpredictability of this type of working environment leads to stress and anxiety as often such individuals or groups are agitated, threatening and confrontational, and pose the risk of physical harm.

RATIONALE — Program Officer

Position Number: 1046, 1047, 1048, 22172, 1056, 21019
Position Title: Program Officer
Branch/Division/Section: Small Craft Harbours
Region: Newfoundland
Location: Various
Supervisor: Area Chief
Supervisor's Position #: Various
Supervisor's Level: PM-05

Background:

The subject position (SP) was last reviewed in 1994, which resulted in reclassification of the position from PM-02 to PM-03.

Consultation with the Director, SCH, the three Area Chiefs and the six incumbents of the Program Officer positions (February 1, 2001) suggests that the job has changed significantly. While the core duties of the position remain substantially the same, responsibility has expanded in several areas coincident with the government-wide emphasis on issues such as Occupational Safety and Health, and, Environmental Protection. In terms of occupational safety and health, the SP is now responsible not only for ensuring that good safety practices, are followed (i.e. inspection) but that local stakeholders (i.e. Harbour Authorities, Harbour Masters, harbour users, etc.) adopt a proactive "safety culture". Influencing the existing attitudes requires persuasion, education and co-operation. The responsibility for safety, as well as maintenance, was previously delegated to PWGSC. In the area of environmental protection, Program Officers are now responsible for identifying, encouraging and fostering concepts such as recycling and "first response". Perhaps the area of greatest change in the Newfoundland Region, is related to the growing maturity of the Harbour Authorities concept. This concept was first introduced approximately 1991; however, it is only in recent years that it is realizing its' full potential. Harbour Authorities have grown in number to 143 and are expected to further increase to approximately 300.

The expanded Program Officer role dictates that incumbents serve as counsellor and advisor to Harbour Authorities in terms of strategizing appropriate harbour construction, maintenance and development, in consideration of competing interests for limited funding, feasibility of proposals from harbour users and communities, as well as environmental, economic, social and political consequences. The Program Officer then acts as liaison/advocate/negotiator/departamental representative for proposals, making verbal and written presentations to the Area Chief or to other government departments (i.e. ACOA, PWGSC, HRDC and Industry Canada) for funding and/or labour (Area Chiefs confirm that Program Officers have been delegated responsibility for direct negotiations with OGDs.).

In real terms, advice and counsel might take the form of:

- Recommendations/decisions to create a Harbour Authority in one community versus other contiguous communities, the effect of which is to draw marine/economic activity to the site as a result of the improved infrastructure, and, to create employment needed

to maintain that infrastructure. Such decisions are politically and economically sensitive in that communities compete for limited infrastructure;

- negotiating with other Branches of DFO to allow Harbour Authorities to adopt new/innovative initiatives such as contracting local fishers to place and remove aids to navigation, or, to acquire "spill booms" to allow members of the community to clean up small spills of hazardous waste - impact on employment, environment and limited departmental resources; or,
- recommending wharf extensions which allow larger/foreign vessels to use the harbour facilities, which in turn brings monies to the community, not only in terms of berthage fees, but also to local retailers (i.e. purchases of gas and supplies, repairs, hotels, etc.).

The foregoing examples are representations only, not an exhaustive list, of a wide variety of activities in which the Program Officer may be involved. The social and economic advantages to Newfoundland outport communities impacted by the loss of the Northern Cod fishery and the resulting out-migration of residents must be considered significant.

In the context of the PM Classification Standard, this expanded role increases the requirement for General Administration Knowledge, and results in a positive change to the Nature of Responsibility for the Contacts Factor.

Category Allocation: Administrative & Foreign Service

Category definition (occupational groups engaged in planning, execution, conduct and control of programmes serving the public interest and the requirements of internal management in the Public Service of Canada); and Inclusion # 2 in that the SP is responsible for providing program support and advice related to the maintenance, operation and management of harbours.

No exclusions apply.

Group Allocation: Programme Administration

Group definition (i.e. The planning, execution and control of programs directed toward the public) and Inclusion # 1.

No exclusions apply.

Knowledge	C2	224	
<ul style="list-style-type: none"> Program & Specialized Technical 			
<p>The work requires knowledge of a variety of acts and regulations including the Fishing and Recreational Harbours Act, Canada Business Corporations Act, Fisheries Act as well as the principles, practices and techniques relating to various rules and procedures i.e. budgeting, accounting systems, real property acquisition and disposal, leases, facility inspection and maintenance techniques and practices, construction methods, revenue generation and control, and assets management.</p> <p>> BM 28, District Licensing Administrator at degree B</p> <p>< BM 9, Advisory & Monitoring Officer at degree D, in that the BM requires knowledge of Excise Tax Act and regulations, Bankruptcy Act and various federal and provincial statutes to develop operational policies, directives and provide guidance to regions. A knowledge of revenue accounting and auditing techniques, systems, procedures and practices is required to develop/adapt systems and procedures in response to legislative changes.</p> <p>= BM 17, Benefit Programs Officer at degree C</p>			
<ul style="list-style-type: none"> General Administration 			
<p>The work requires knowledge of administrative procedures such as tendering, procurement, contracting for services, inventory control, computer operations and human resources practices to administer maintenance and service contracts and to provide advice and guidance to Harbour Authorities, Harbour Managers and Enforcement Officers.</p> <p>> BM 17, Benefit Programs Officer at degree 1, in that the BM only requires knowledge of financial authorities governing travel, printing and publications.</p> <p>< BM 2, Airport Manager, Victoria at degree 3, in that the BM requires knowledge of various administrative practices and procedures to manage the operation of a major airport, a staff of 34 through 3 subordinate supervisors and 21 contracted employees (who provide maintenance and security support).</p>			
Decision Making	B2	146	
<ul style="list-style-type: none"> Scope 			
<p>Decisions and recommendations are made with respect to maintenance, operations and management of harbours within established guidelines. Advice and guidance is provided to Harbour Authorities, area management and fishing industry stakeholders. Initiative and judgement are required to resolve disputes between Harbour Authorities and harbour clients over service and maintenance issues and to intervene in the operation of Harbour Authorities in cases of non-compliance with the terms and conditions of their agreement.</p> <p>> BM 28, District Licensing Administrator at degree A</p> <p>< BM 2, Airport Manager, Victoria at degree C</p> <p>= BM 17, Benefits Program Officer at degree B</p>			
<ul style="list-style-type: none"> Impact 			

Decisions and recommendations impact on the effectiveness of harbour operations and the levels of service to harbour users in the area.

< BM 8, Chief, Passenger Terminal Operations at degree 3

= BM 17, Benefit Programs Officer at degree 2

Operational
Responsibility

C

40

The work requires assessing the effectiveness of harbour operations, providing advice and guidance to Harbour Authorities, identifying areas of concern and providing training when necessary. It also involves recommending procedural and policy changes to the Area Chief or SCH Regional Managers when appropriate.

> BM 28, District Licensing Administrator at degree B

< BM 14, Regional Manager, Investigation and Control at degree D

= BM 17, Benefit Programs Officer at degree C

Contacts

3

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The SP consults with fishing industry stakeholders, officials of other government departments and with public clients to interpret and explain policies, to exchange information and to negotiate agreement and cooperation on sensitive political, economic and social issues.

> BM 28, District Licensing Administrator at degree 2

< BM 7, Tariff Classification Policy Specialist at degree 4, in that the BM has contact with business and trade associations to solicit their cooperation in order to develop Customs policy; with officers of the Department of Finance to negotiate new and amended tariff legislation and interpretations of considerable significance to Canadian industry; and, with Canadian and foreign manufacturers, importer and trade associations to determine the affects of new tariff items and ensure their feasibility prior to developing Regulations and guidelines for the implementation of changes to Customs legislation.

= BM 2, Airport Manager at degree 3.

TOTAL

520

PM-04 (501 - 610)

Rationale prepared by Fitzpatrick Consulting

POSITION NO.: XXX-XXXXX
DIRECTORATE/BRANCH: Small Craft Harbours, _____
REGION AND LOCATION: Maritimes Region/ _____
POSITION TITLE & LEVEL: SCH Business Manager (PM-3 prop.)
SUPERVISOR: Chief, Small Craft Harbours

CLIENT-SERVICE RESULTS

Implementing the DFO initiative to establish Harbour Authorities (HAs) for the assigned commercial fishing harbours, and providing the full range of SCH service/program delivery for approximately 50 commercial and recreational harbours in the assigned SCH district, either through DFO resources or through HAs.

KEY ACTIVITIES

Implementing DFO's HAs policy initiative for all commercial fishing harbours, including promotional and consultative activities, negotiations with interest groups/communities, and assisting these entities to establish Boards of Directors and develop initial business, revenue, financial and resource plans for approval in the Region prior to their legal incorporation and the issuance of a lease.

Coordinating extensive training for HAs to ensure their Board of Directors and members are fully aware of their mandate, their management and operational responsibilities and accountabilities, and are properly equipped to effectively and efficiently operate a successful HA.

Assisting with established HAs on, or coordinating with Regional SCH HQs, specific issues that are beyond their current realm of expertise and/or experience, including major legal and enforcement matters, cost-benefit and engineering analyses, consulting projects, major refinancing matters, etc., or in turning-around cash shortages or other management/operational problems.

Monitoring all HAs and especially those encountering legal, administrative, property management, specific service delivery or financial, etc., difficulties to determine needed interventions and strategies, collaboratively with the regional SCH HQs, the HAs and other involved parties, or directing unilateral action to protect the DFO assets and funds being administered under lease by the HA.

Providing the delivery of day-to day operations, or overseeing their provision through HAs and Harbour Managers, for the assigned portfolio, which covers an extensive range of legal, business analysis, financial and operational/management activities (e.g., planning, maintenance and supervision of facilities and land, environmental and public health and safety, marine practices, vessel maintenance, project management, garbage disposal, waste oil and container maintenance, power requirements, frequent contacts with police, fire and health authorities, signage, inspection practices, etc.).

Coordinating the commercial and recreational harbours' development and maintenance plans for the assigned portfolio through extensive consultations with HAs and other involved parties (e.g., commercial fishermen, recreational boaters, vessel owners/captains, fish buyers, fish processing plant owners, industry, community-groups, municipal politicians, prov. representatives, etc.) to ensure their input to these processes and to advocate DFO's priorities and current policy positions.

Providing input to the SCH Chief on the acquisition and divestiture of SCH properties. Participate in the ongoing process on monitoring and coordination of these two activities.

Providing ongoing direction to Harbour Managers and consulting/advisory services to HAs concerning their roles for the management and operations of the harbours in the assigned portfolio.

Interfacing and consulting with other DFO organizations concerning activities that involve, or will be affected by, their mandates and operations, and with the portfolio's external clients, stakeholders and partners to negotiate agreements on policy, program approaches, define roles and responsibilities, provide advisory services and to advocate the positions and priorities of SCH, the Region and DFO.

Examining HAs proposed budgets and business plans to ensure their adequacy and the justification for funding requests, due to the financial limitations of HAs, identifying alternative resource/revenue sources for action by the HA, and recommending to the Regional SCH HQs the proposed approach for funding to HAs in light of the portfolio's overall management, maintenance and development plans.

Providing input to the Region's database on all facilities, assets, leases, equipment, etc., ensuring new acquisitions across the network of commercial and recreational harbours is updated, and monitoring the data to ensure adequate maintenance and protection for SCH/DFO assets.

SUBSTANTIATING DATA

FACTOR 1: SERVICE DELIVERY

Element 1: Interaction

The work involves effort in:

- developing, through consultation with the Region's SCH HQs, the HAs and other internal and external clients, stakeholders and partners, the overall strategic, operational and harbours' development and maintenance plans for the assigned harbours;
- conducting sensitive negotiations with HAs, or with communities interested in establishing a HA or in acquiring a Recreational or Commercial Harbour identified under the Region's divestiture program, often involving multi-partite negotiations/consultations with provincial or private sector organizations;
- resolving development or maintenance issues with involved communities, or clients of the specific SCH, and convincing them of alternative means to address the issue, or explaining the DFO position concerning the reason their proposal can not be partially, or fully, supported;
- interfacing with suppliers and contractors concerning acquisitions, the repair or maintenance of SCH properties, equipment, facilities and assets and approving payment or revising their service charges;
- coordinating the day-to-day operations of the system of SCHs in the assigned district through providing guidance and direction to Harbour Managers and to HAs;
- intervening in HAs where there appears to be problems related to cash-flow, operational deficiencies, client complaints over service, excessive maintenance costs, etc., to pinpoint the cause of these situations with the HAs and to direct corrective action;
- undertaking legal and enforcement actions in more H.A. harbours and provide assistance when HAs can not implement due to their complexity or the nature of the issue, or which may be against the HAs for breach of contract;

-providing training to HAs and performing representational activities with a wide range of external clients, stakeholders and partners (e.g., prov., municipal and community representatives, private sector entities, fishermen, vessel owners, fish buyers, etc) often requiring advocacy and persuasion to gain agreement to the DFO position or priority.

Element 2: Influence

The work has an impact on:

- the effectiveness of consultations and negotiations with external clients, stakeholders and partners and the success of the Region in implementing government and DFO priorities (e.g., HAs and divestiture);
- the management and operation of the 50 commercial and recreational harbours in the assigned portfolio either through HAs or Harbour Managers and their levels of service to the harbours' clients;
- the selection, prioritization and funding provided to requests for harbour development and maintenance, the acquisition of land and waterlots;
- the business operations of the HAs and their successful launch and ongoing viability through providing counselling and advisory services, monitoring and evaluating their performance and assisting them to correct deficiencies or directing such action;
- the revocation of leases of HAs that are not performing to the established levels of service and profitability and the outcome of other legal actions taken against individuals or companies that do not follow SCH regulations and DFO legislation or cause damage to SCH assets;
- the granting of leases and licences on all properties administered by DFO and the effectiveness of the ensuing operations;
- the overall District and Region's SCH planning through input to various planning processes (e.g., resource, development, maintenance, etc.) involving the assigned portfolio;
- the revenues collected by the HAs and also the department through cost-recovery and other revenue generation schemes;
- the success of training to assist HAs commence their operations well and attain long-term viability;
- the full range of operational and harbour management activities provided on a daily basis to the clients of the harbours in the assigned portfolio;
- the success of transforming the SCH program from a high resource-intensive and hands-on program to one where the DFO resources act more in the role of corporate facilitators, monitors and auditors;
- pilot projects and joint ventures undertaken with communities, provincial agencies, etc., that are designed to improve the economic performance of the communities and advance DFO priorities for HAs and divestiture of recreational and surplus harbours.
- the identification, consultation and negotiation with suppliers and contractors and the cost-effective administration of their work and services;
- the effective utilization of the \$ in program expenditures for the assigned recreational and commercial harbours.

Element 3: Thinking Challenge

The work requires an effort in:

- developing strategies for the assigned portfolio to successfully implement the two SCH major initiatives. One of the formation of HAs and second the divestiture of Recreational and surplus

Commercial Harbours, as well as to govern the delivery of ongoing services to the clients of the portfolio's Approx. 50 harbours;

- representing, in a proactive and positive way, the rationale for the two priorities and for the evolution in the SCH service delivery mode from a hands-on provider to a more corporate advisory, monitoring and auditing role, so as to gain understanding and acceptance by portfolio clients, stakeholders and partners;
- developing the strategies for, and conducting, significant and sensitive negotiations with clients, stakeholders and partners regarding issues such as establishing HAs, the sale or transfer of recreational and surplus commercial harbours, development and maintenance plans or ad-hoc requirements, funding, the acquisition of land and waterlots to support the operations of the portfolio's system of SCH, etc.;
- participating in the development of, or revisions to, the District's consolidated plans and policy and procedural frameworks and in the development of its input to National frameworks and instruments;
- assisting HAs with their initial set-up and incorporation and with establishing long-term viability and economic spin-offs for the involved communities;
- conducting detailed analyses in several fields (e.g., business planning, environmental, financial management, harbour operations, engineering support, repair and maintenance, socio-economic status, legal/enforcement actions, realty, etc.) and developing recommendations and actions that best serve DFO's interests and the SCH mandate while providing appropriate service to clients and the proper interface with partners;
- identifying the training needs of HA and Harbour Managers, coordinating or delivering the required training, and monitoring performance to identify areas where retraining would enhance performance and attainment of DFO goals;
- developing and recommending approaches and consultative processes to resolve contentious issues, guiding the process, and preparing the strategy to present these proposals for approval;
- negotiating partnership arrangements, support agreements or contracts with OGDs, provincial agencies, private sector contractors/consultants, etc., for such matters as obtaining required services, determining costs and shared funding and work sharing agreements, etc.;
- analyzing current program delivery characteristics to develop an awareness of future service requirements and possible problem areas that may escalate to the political level;
- developing strategies when serving as an expert witness, or preparing external partners or other Regional staff to perform this role when required due to enforcement activity.

Element 4: Physical Demands

The work requires: extensive sitting (e.g. at the desk/computer, meetings) prolonged standing when providing training; extended eye focus when preparing documents and when keyboarding, and travel and exposure to field conditions.

FACTOR 2: CARE AND RESPONSIBILITY

Element 1: Responsibility for the Work of Others

The work involves: ensuring HAs and Harbour Managers are trained in the SCH priorities and the required legislation, regulations and business activities that they will perform; monitoring their actions; identifying training and retraining needs; coaching and guiding their business activities; recommending revisions to operational performance and approaches; and evaluating the work performed and the satisfaction of affected clients and partners. This equates on an average to up to 25 FTEs a year.

Element 2: Responsibility for the Care of Individuals - No specific requirements.

Element 3: Responsibility for Financial Resources

The work involves: identifying, tendering, awarding and administering all in-house controlled goods and service, maintenance and operational contracts (i.e., up to \$100.0K per work order or call-up); prioritizing and controlling the annual land and waterlot acquisition process for the portfolio, and negotiating the annual remuneration for each Harbour Manager based on an evaluation of their performance and client satisfaction.

Element 4: Responsibility for Technical Resources

The work involves: proper use and maintenance of a computer and associated software and of specialized and general training aids and equipment. Total value \$15K.

FACTOR 3: WORKING CONDITIONS

Element 1: Environment

The work is performed in an office and on-site around the Region, where Harbour Managers, HAs and SCH clients/partners are located, and involves: frequent interruptions; frequent exposure to glare/eye strain from prolonged use of the computer; concentration when developing plans, courses, submissions, etc.; a lack of control over the pace of work; multiple, changing priorities; the conduct of sensitive meetings with external clients and partners, and frequent exposure to inclement field conditions and travel.

Element 2: Risk to Health

The work poses a risk to health from: pressure caused by the need to meet changing, tight time frames and high quality standards; balancing the divergent views within the Region and of external clients; the conduct of confrontational meetings with external clients, stakeholders and partners; eye strain, due to extended periods of eye focus when reviewing documentation and using the computer; and exposure to training and field conditions that some cases requires protective clothing; also requirement to drive extensively on highways and side roads in all weather and different road conditions..

FACTOR 4: SKILL AND KNOWLEDGE

Element 1: Context

The work requires knowledge of:

- the priorities of DFO and the Region related to HAs and Divestiture and to other operational issues;
- the mandate and organization of the Region's SCH program and its linkages with other corporate and regional organizations within DFO, with the provincial and municipal governments, community associations, and other clients, stakeholders and partners;
- DFO and government policies and procedures for the creation and oversight of independent business entities involving several areas such as business planning and analysis, legal frameworks governing the activities of these entities operating under lease arrangements with the Crown, custodial activities, legal enforcement, realty, business accounting, finance, personnel, materiel management, etc.;

- the socio-economic status of the communities in the assigned portfolio to facilitate the planning for the implementation of the HA and Divestiture initiatives and for ongoing SCH service delivery;
- trends and developments in the fishing industry that will impact on the HA initiative and in order to forecast changes in the types or levels of service required for the commercial fishing harbours;
- revenue generation and collection and financial/business practices to provide advice on these critical aspects of business operations to HAs and to ensure the probity of their financial/business actions;
- the linkages with contractors and suppliers in the assigned portfolio's area to access expertise and to arrange needed project support activity (e.g., repair, minor construction, socio-economic analyses, etc.);
- the total range of functions and operations related to the management of a SCH, including the associated realty, assets, equipment, engineering and operating conditions.

Element 2: Acts and Regulations

The work requires knowledge of: the Fisheries Act; the Fishing and Recreational Harbours Act and Regulations which control the use and operation of federal harbour facilities and provide authority for enforcement actions, and licences; the Canada Business Corporations Act concerning the creation and incorporation of HAs; a variety of federal and provincial/municipal legislation and regulations as they pertain to realty and associated matters (e.g., Real Property Act and Regulations, Environmental Assessment Act, Crown Assets Disposal Act, the National Building and Fire Codes of Canada, Municipal Grants Act, building codes, tort and contract law, etc.); the FAA, PSEA and PSSRA as they pertain to the management of staff and the HAs program resources or to the HAs initiative (e.g. planning, financial management, accounting), and TB Regulations in several fields such as procurement, materiel management, inventory systems, disposal of property, etc.).

Element 3: Theories and Principles

The work requires knowledge of the theories and principles of: basic marine construction; business analysis and management in order to facilitate the creation of the HAs; training to provide HAs and Harbour Managers with the essential knowledge and skill base required to successfully perform their activities; negotiation to conduct such processes often for major commercial harbours of considerable economic worth; consultation and promotion to solicit interest and lead to the arrangement of HA leases; human resources management for Harbour Managers and to assist the HAs with such actions; general administration and financial management to control the SCH investment in the portfolio of SCHs, and of management to provide ongoing and functional direction.

Element 4: Methods, Techniques and Practices

The work requires knowledge of:

- strategic, operational and business/financial planning;
- consultative techniques in order to establish networks with communities and other involved public and private sector parties involved in the HA and Divestiture initiatives, and ongoing SCH actions, and to advocate the DFO position and priorities;
- negotiation methods and techniques to conduct negotiations with the HAs, provincial governments and OGDs and community associations and delegations;
- policy and program development to participate in the formulation of the District's and Region's frameworks and the implementation strategies and activities for the HA program;

- training techniques and practices including, needs identification; implementation, evaluation and validation; monitoring of performance by HAs and Harbour Managers; identification of retraining needs;
- enforcement operating methods and techniques related to the operation and management of SCHs;
- advisory techniques to provide strategic options, briefing notes and reports to SCH Chiefs, OGDs, industry, and other external clients and partners;
- monitoring and evaluation techniques to determine the appropriateness, business viability and cost-effectiveness of the orientations and activities of HAs and to allow timely interventions to be made to correct deficiencies in the assigned portfolio;
- representation techniques to deal with community groups, industry, provincial agencies, and other involved parties often involving public education and communication activities;
- construction and maintenance techniques related to the operation of SCHs;
- practices involved in the preparation of Ministerial Correspondence, senior management briefings and the preparation of internal funding, policy and procedural submissions concerning the approval of a variety of plans, resource allocations and policy/program proposals;
- the use of a computer and associated software packages (e.g. WP5.2) and of a LAN.

Element 5: Communications

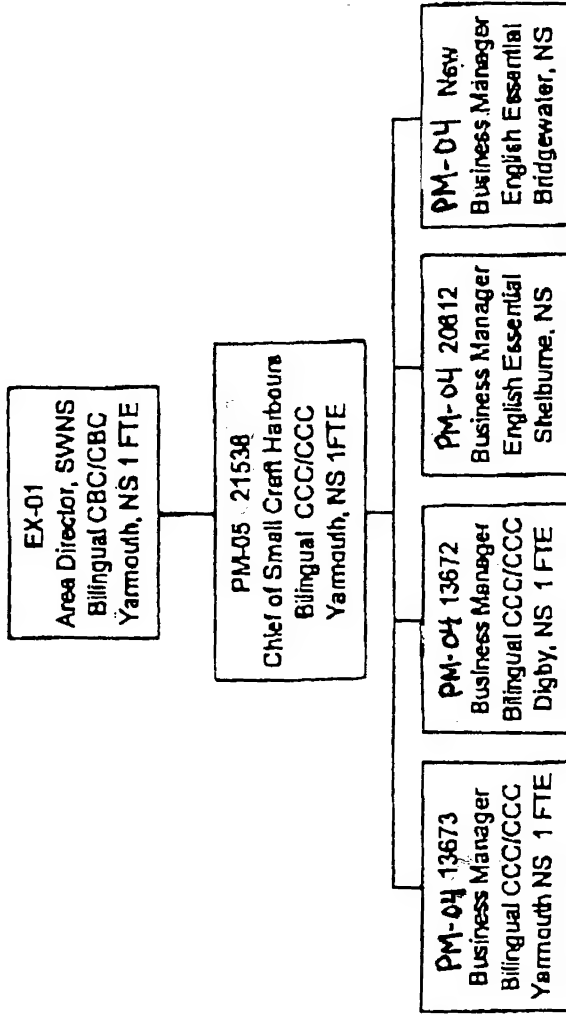
The work requires:

- writing skills in: preparing directives and guidelines for use by Harbour Managers and the HAs; developing or evaluating training courses and modules; preparing presentations for HAs and external and DFO clients; participating in the development of the District's and Region's policies and procedures; preparing planning and resourcing submissions for internal and external approval; and preparing correspondence/documentation for internal and external audiences and for action by senior management of the Region and HQs.
- verbal skills: in representing the assigned functions in wide ranging consultations (e.g. representatives of external partner/client organizations, HAs, officials of the Region, HQs, OGDs, provincial and municipal governments, private sector stakeholders, and partners) to explain priorities and activities, negotiate issues, obtain input, gain agreement and cooperation, and to handle sensitive situations such as the revocation of a HA's lease.

Element 6: Physical Dexterity

The work requires the frequent: operation of a computer keyboard and office equipment; use and set up of training equipment; driving of a vehicle; and inspection of harbour properties often under inclement conditions which can require agility.

Chart 2M800
Small Craft Harbours - SWNS



Signature: _____

Date: _____

Boudreau, Mireille

From: Boudreau, Mireille
Sent: Monday, December 17, 2001 2:02 PM
To: Hartinger, Lisa

Yarmouth OK

Importance: High
Sensitivity: Confidential

#1. Please pull the following 2 positions files, and set them aside with this email, as we will very soon be processing:

- changes in reporting relationships
- positions reclassifications PM-03 to PM-04:

<u>Vacant (ongoing competition):</u>	<u>Region:</u>	<u>New reporting Relationship to:</u>
27261	Maritimes	ENG-04 27831 Mike Britten (AD's Office org, Sydney, NS)
27262	Maritimes	ENG-04 27840 Vacant (AD's Office org, Yarmouth, NS)

The changes in reporting relationships and the position reclassifications are effective retroactive to the date that these Business Managers positions were created.
"AD" stands for "Area Director".

#2. Please pull the following 11 position files, and set them aside with this, as we will very soon be processing:

- changes in reporting relationships
- positions PM-03 to PM-04 reclassifications
- incumbent PM-03 to PM-04 reclassifications

<u>Incumberd posn:</u>	<u>Region:</u>	<u>Incumbent:</u>	<u>New reporting Relationship to:</u>
7905 13667	Gulf	A. Noel	ENG-04 27838 Vacant (AD's Office org, Tracadie, NB) -
13665	Gulf	J. Kelly	Stays PM-05 7388 Morrissey (AD's Office)
org, Ch'town, PEI)			
13666	Gulf	D. Thibodeau	Stays PM-05 7388 Morrissey (AD's Office)
org, Ch'town, PEI)			
13668	Gulf	R. Duplessis	ENG-04 27838 Vacant (AD's Office org, Tracadie, NB) -
13669	Gulf	J. Garnett	ENG-04 27832 Vacant (AD's Office org, St. Andrews, NB) -
13670	Gulf	T. Chiasson	ENG-04 27839 Vacant (AD's Office org, Antigonish, NS) -
13671	Gulf	P. MacDonald	ENG-04 27839 Vacant (AD's Office)
org, Antigonish, NS)			
13672	Maritimes	W. Hall	ENG-04 27840 Vacant (AD's Office org, Yarmouth, NS) -
13673*	Maritimes	A. Sweeney	ENG-04 27840 Vacant (AD's Office org, Yarmouth, NS) -
13674*	Maritimes	W. Newman	ENG-04 27831 Mike Britten (AD's Office org, Sydney, NS) -
20612	Maritimes	W. Malloy	ENG-04 27840 Vacant (AD's Office org, Yarmouth, NS) -

(*I have 13673 and 13674 with me already.)

#2 is effective April 1, 2001.

SPECIAL NOTE:

i) We do classification actions for positions in the Gulf. You will be co-ordinating with our counterparts in the Gulf (Moncton, NB) - Patricia Gaudet is the HR Advisor 506-851-6960 (I can't recall her assistant's name). If the position files for the Gulf positions are not in our file room, they are likely with Pat in Moncton. We can still do the work from here and just send Pat the paperwork to file. We should co-ordinate with Pat of course.

ii) When we do this work (#1 & #2), I would like all the paperwork to be on each & every of the relevant position files ok. I'm putting the paperwork together, and we can get together

Jenkins, Anne

From: Boudreau, Mireille
Sent: Friday, December 21, 2001 1:07 PM
To: Hanlon, John; MacDonald, Donald; vanHelvoort, Gus; Britten, Mike; Surette, Tim; Hubbard, Gary; Rose, Carol Ann (FHM); Milner, Benson; Boucher, Rheal; Gaudet, Charles E (SCH); Gaudet, Sandra; Morriscey, Jim
Cc: Gaudet, Patricia
Subject: Bus Mngrs, SCH - position & incumbent reclasses

Importance: High
Sensitivity: Confidential

RECEIVED

JAN 10 2002

HUMAN RESOURCE OPERATIONS

BusMngrsReclasses-N
arrAssess.d...

Antigonish:

John and Donald.

Thank you for your paperwork for the position reclassifications and incumbent reclassification of your Business Managers, Paul MacDonald and Ted Chiasson. You're all set.

Sydney:

Gus and Mike.

Thank you for your paperwork for the position reclassification of your Business Managers positions. Please prepare the attached narrative assessment template for Bill Newman. This is for the incumbent reclassification portion. I'll await same. Please contact me if you need assistance. Thank you.

Yarmouth:

Tim and Gary.

I am awaiting your paperwork for the position reclassification of your Business Managers positions. In addition, please use the attached narrative assessment template for Bill Malloy, Bill Hall, and A. Sweeney. This is for the incumbent reclassifications portion. I'll await this too. Please contact me if you need assistance. Thank you.

St. Andrews:

Carol Anne and Benson.

I am awaiting your paperwork for the position reclassification of your Business Manager position. In addition, please use the attached narrative assessment template for Joey Garnett. This is for the incumbent reclassification portion. I'll await this too. Please contact me if you need assistance. Thank you.

Tracadie-Shiela:

Rheal and Charlie.

I am awaiting your paperwork for the position reclassification of your Business Manager positions. In addition, please use the attached narrative assessment template for Ron Duplessis and Alain Noel. This is for the incumbent reclassifications portion. I'll await this too. Please contact me if you need assistance. Thank you.

Charlottetown:

Sandra and Jim.

I am awaiting your paperwork for the position reclassification of your Business Manager positions. In addition, please use the attached narrative assessment template for J. Kelly and Denis Thibodeau. This is for the incumbent reclassifications portion. I'll await this too. Please contact me if you need assistance. Thank you.

For Gulf Region, please note that I have Cc'd Patricia Gaudet, your HR Advisor. We are looking after these classification actions for Patricia.

**Happy Holidays everyone!
Mireille.**

**Mrs. Mireille L. Boudreau, B.B.A.
HR Advisor - Conseillère en ressources humaines
Human Resources Branch - Direction des ressources humaines
Fisheries & Oceans Canada - Pêches et Océans Canada**

**P.O. Box 1035 C.P. 1035
176 Portland Street 176 rue Portland
Dartmouth, NS B2Y 4T3 Dartmouth, (N-É) B2Y 4T3
Phone: (902) 426-2761 Tél: (902) 426-2761
Fax: (902) 426-8910 Téléc: (902) 426-8910
Email/Courriel: BoudreauML@mar.dfo-mpo.gc.ca**

DeForest, Janice

From: Beaubien-MacLean, Marguerite
Sent: Friday, November 23, 2001 11:28 AM
To: Hanlon, John; vanHelvoort, Gus; Rose, Carol Ann (FHM); Surette, Tim; Boucher, Rheal; Gaudet, Sandra; MacDonald, Roddie A
Cc: Boudreau, Mireille; Langille, Michelle; Gaudet, Patricia; Theriault, Serge; Colbert, Anne; DeForest, Janice; Smith, Heather
Subject: SCH Business Manager

As per Serge's e-mail to you of last week, the following is to confirm that the SCH Business Manager position will be reclassified PM-04 (based on relativity with Nfld). We have the HR request, but no signed WD's nor org charts. The org charts submitted with the request show the positions reporting to the old PM-05 and were unsigned. These need to be updated.

As for effective date, my understanding is that April 1 2001, is the suggested date, which coincides with the creation of the ENG-04 positions. (Given the changing role of the Chiefs - ENG -04, Serge put a case forward that the Business Managers now have a greater role and responsibility in negotiating with Harbour Authorities.).

We need confirmation of the effective date, signed WD's and org charts before proceeding with the reclassification of the positions. As well, please advise if any language or security requirements are to be changed. Once documentation received, TB 330's will be issued, with changes in reporting relationships amended, where required. As for the reclassification of the incumbents, we need a SOQ; however, in consultation with Mireille, suggest you use the SOQ that had been developed for the staffing of the vacant Business Manager and provide a written statement that incumbent meets all of the requirements as identified on the SOQ.

For any additional information, **please contact Mireille for Maritimes and Patricia for Gulf**. Mireille will look after the reclassification of all positions (Maritimes and Gulf) and the reclassification of the Maritimes region incumbents, while Patricia will look after the reclassification of the Gulf region incumbents. Old Chief PM-05 positions will be deleted once they are permanently vacated (do not show these on your org charts, exception PEI maybe).

Thank you for your patience...

Marguerite Beaubien-MacLean

Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Beaubien-MacLean, Marguerite
Sent: Wednesday, September 12, 2001 1:34 PM
To: Hanlon, John
Cc: MacDonald, Donald; Leblanc, Marie; Gaudet, Patricia; Theriault, Serge; Girouard, Maurice; Reedie, Penny; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheal; Gaudet, Sandra; Surette, Tim
Subject: RE: Job Description: Chief, SCH/Assets

I have asked Nfld to send me a copy of the WD . More often than not in cases like these, the duties/responsibilities and the organizational structure are different enough to warrant different classification decisions. We will compare both WD's when we receive Nfld's and advise you of our findings. In the interim, we will not issue the TB 330's.

Marguerite Beaubien-MacLean

Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Hanlon, John
Sent: Wednesday, September 12, 2001 8:50 AM
To: Beaubien-MacLean, Marguerite
Cc: Donald MacDonald; Marie Leblanc; Patricia Ann Gaudet; Serge Theriault; Maurice Girouard; Penny Reedie; Carol Rose; Gus vanHelvoort; John Hanlon; Rheal Boucher; Sandra Gaudet; Tim Surette
Subject: RE: Job Description: Chief, SCH/Assets

Margurite:

Further to my notes yesterday I am aware that the NFLD WD's for these positions have been classified at the PM-04 level. As you may be aware this has been a longstanding issue with Gulf / Maritime staff in these positions. I fully anticipate a classification grievance if the current results stand. Is there an opportunity to review this decision given the NFLD WD's??

If these positions are only a few points from the PM-04 level and the NFLD Positions are PM-04 level it would seem appropriate to take a second look.. When submitting this WD It is my belief that all AD's were anticipating and supporting a PM-04 outcome. I know I was.. Unfortunately in this business you can't ask for what you want you have to roll the dice.

I would certainly support taking a second look at this and ask my fellow AD's to advise you if they support this as well.

John Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893

-----Original Message-----

From: Beaubien-MacLean, Marguerite
Sent: Tuesday, September 11, 2001 9:43 AM
To: Hanlon, John
Cc: Girouard, Maurice; Theriault, Serge; Reedie, Penny; Boudreau, Mireille; Leblanc, Marie
Subject: RE: Job Description: Chief, SCH/Assets

The six Area Directors gave their unanimous support to have this most recent version of the WD classified in today's classification standards (copies of their e-mails were attached to the request from Serge). Despite the fact a previous version of this WD had been classified in April 2000 (grieved but then withdrawn), we agreed to classify it again as it was my understanding that this WD was a more accurate description of the work. The ratings show a strong PM-03 (unchanged).

There is no reason to delay issuing the TB 330, as you are discussing adding new duties, not suggesting that the WD is inaccurate. If you submit yet again for classification review, you will need to clearly identify the additional duties, and the effective date you intend to assign these. We will only look at those and establish whether they are significant enough to warrant another classification review. You will need to ask yourself whether adding new duties makes good business sense, or is intended strictly to achieve a higher classification level.

Marguerite Beaubien-MacLean
Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Hanlon, John
Sent: Tuesday, September 11, 2001 8:10 AM
To: Beaubien-MacLean, Marguerite
Cc: Donald MacDonald; Maurice Girouard; Serge Theriault; Burry, Claude
Subject: RE: Job Description: Chief, SCH/Assets

Hi Marguerite:

Thank you for this. I was surprised and disappointed at the level of the Business Manager's position. I was advised that this position would rate maybe a high PM 04 or even higher. Was the rating a strong PM-03?? Is there an opportunity to adjust here before the TB330's go out.

I believe we should consider adding Real Property responsibilities and in particular give formal OSH duties to these positions.

Maurice what do you think??

C. Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893

-----Original Message-----

From: Beaubien-MacLean, Marguerite
Sent: Monday, September 10, 2001 6:27 PM
To: Gaudet, Sandra; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheal; Hanlon, John; Clarke, Alan J (Yarmouth)
Cc: Reedie, Penny; Girouard, Maurice; Leblanc, Marie; Langille, Michelle; Boudreau, Mireille; Surette, Tim
Subject: RE: Job Description: Chief, SCH/Assets

The Area Chief SCH/Assets position has been classified ENG-04. As such it will be established as a new position. The Business Manager positions reporting to it have remained at the PM-03 level. TB330's will be issued to confirm this as well as ensure these positions show under the respective Area Director. But given the backlog due to strike and vacation, it may be a while before we get to it. I thought you would want to know so that you can at least start working on your staffing strategy. Please discuss this with Michelle for the Chief position, and Mireille for the Bus. Manager.

We will be using the attached e-mail as the instructions for reporting relationships and org id's. Marie, if you wish we can issue TB330 for Antigonish and Shediac, but I understand structure for Charlottetown remains as is until further notice. Let me know.

<< File: FW Area Director Model.rtf >>

Marguerite Beaubien-MacLean
Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Beaubien-MacLean, Marguerite
Sent: Thursday, August 09, 2001 9:15 AM
To: Girouard, Maurice; Hanlon, John
Cc: Reedie, Penny; Leblanc, Marie; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheal; Gaudet, Sandra; 'Surette, Tim'
Subject: RE: Job Description: Chief, SCH

The classification level will help in determining if this is a new position or a reclassification. I have not yet seen the WD, but I understand the desire is for an ENG. If the classification ends up an ENG, we would be hard pressed to say that it is the same position with enhanced duties, ie reclassification. For the classification to go from PM to ENG, means a substantial change in the nature of the position, thus meaning a new position. If it stays PM, we need then to look at the changes to determine if substantial enough to call it a new position. If it stays PM but is made up of half the old PM and half the old ENG, it would be a new position, especially where there are current incumbents of both the PM and ENG groups.

If a reclassification, incumbent needs to meet the requirements of the SOQ, but no competition.

If a new position, position is staffed by competition or, if not considered a promotion, can be staffed by deployment, (unless of course we are in a reverse order of merit situation....).

As you can see, there could be many scenarios. First thing is to get the WD classified. Once I receive confirmation from each Area Director, indicating unanimous consent, preferably via a signed WD as per my discussions with Penny and Maurice, we will get a classification decision underway. After that, we can discuss staffing strategy.

Marguerite Beaubien-MacLean
Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Girouard, Maurice
Sent: Wednesday, August 08, 2001 2:27 PM
To: Hanlon, John
Cc: Reddie, Penny; Beaubien-MacLean, Marguerite; Leblanc, Marie; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheal; Gaudet, Sandra; Surette, Tim; Leblanc, Marie
Subject: RE: Job Description: Chief, SCH

Marguerite will enlighten us on this, thanks.

-----Original Message-----

From: Hanlon, John
Sent: August 8, 2001 2:17 PM
To: Girouard, Maurice
Cc: Reddie, Penny; Beaubien-MacLean, Marguerite; Leblanc, Marie; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheal; Gaudet, Sandra; Surette, Tim; Marie Leblanc
Subject: RE: Job Description: Chief, SCH

Maurice / Margurite:

Is it clear yet whether these will be reclassifications where the incumbents meet the SoQ's or are these considered new positions thus requiring competitions??

John Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893

-----Original Message-----

From: Girouard, Maurice
Sent: Wednesday, August 08, 2001 2:08 PM
To: Hanlon, John
Cc: Reddie, Penny; Beaubien-MacLean, Marguerite; Leblanc, Marie; Carol Rose; Gus vanHelvoort; Rheal Boucher; Sandra Gaudet; Tim Surette
Subject: RE: Job Description: Chief, SCH

Thanks John. Marguerite feels you could now proceed and do the staffing of that position for your group. Marguerite is now classifying the position but needs your signature on the staffing request which will confirm your agreement. Please proceed, thanks.

-----Original Message-----

From: Hanlon, John
Sent: August 7, 2001 11:42 AM
To: Maurice Girouard
Cc: Penny Reddie; Donald MacDonald
Subject: FW: Job Description: Chief, SCH

Hi Maurice:

This is to confirm that I have reviewed the new work description for the Area Chief SCH and RPAM and concur that it reflects the nature and duties of the position as I understand them to be based on our previous agreement.

John Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893

-----Original Message-----

From: Reddie, Penny
Sent: Tuesday, August 07, 2001 9:31 AM
To: Hanlon, John; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Murphy, Mike (BIO); Surette, Tim
Cc: Girouard, Maurice

Subject: RE: Job Description: Chief, SCH

Yes.

Please provide your comments on the WD directly to Maurice, with a copy to me. The WD should accurately reflect the nature and duties of the position.

I will arrange with Regional HQ to review the new WD, compare it to the existing one, and advise on any classification change.

I would also appreciate your earliest attention to this initiative .

Thanks everyone.

Penny

-----Original Message-----

From: Hanlon, John
Sent: August 7, 2001 9:02 AM
To: Reedie, Penny
Cc: Maurice Girouard
Subject: RE: Job Description: Chief, SCH

Hi Penny:

Got a note on Aug 01 from Maurice asking AD's to submit the WD to their respective regions for classification and staffing.

If we do this it may mean each region would be classifying the new wd independently. Is there a way to avoid this??

*John Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893*

-----Original Message-----

From: Reedie, Penny
Sent: Thursday, August 02, 2001 10:32 AM
To: vanHelvoort, Gus; Murphy, Mike (BIO); Rose, Carol Ann (St. Andrews); Surette, Tim; Hanlon, John
Subject: Job Description: Chief, SCH

Any comments on the draft description?

I'd like Maurice to send it to HR for classification as soon as Area Directors agree that the document reflects the actual work to be done and the skill sets required to do it.

Penny



Fisheries and Oceans
Canada

Pêches et Océans
Canada

s.19(1)

PROTECTED when completed
PROTÉGÉ une fois rempli

HUMAN RESOURCES SERVICE REQUEST

DEMANDE DE SERVICE EN RESSOURCES HUMAINES

1. BASIC INFORMATION / RENSEIGNEMENTS GÉNÉRAUX					
Directorate/Branch/Division - Direction générale/Direction/Division Fisheries & Oceans - Small Craft Harbours			Designator or Station N° - Sigle ou numéro de poste de courrier		
Financial Code - Codage Financier 2M830			Position Location - Lieu du poste Shelburne, Nova Scotia		
Position N° - N° du poste 20612	Group/Level - Groupe/Niveau PM 04	Position Title - Titre du poste Business Manager, Small Craft Harbours			
Position N° of supervisor N° du poste du surveillant 27840	Name and title of supervisor - Nom et titre du surveillant Gary Hubbard, Area Chief Small Craft Harbours and Assets			Telephone N° - N° de téléphone (902) 742-6452	
2. CLASSIFICATION (Action Requested / Action Demandée)					
<input type="checkbox"/> New Indeterminate Position Nouveau poste indéterminé	Effective Date Entrée en vigueur Y-A M D-J	<input type="checkbox"/> New Term Position Nouveau poste déterminé	From - De Y-A M D-J	To - À Y-A M D-J	Position identical/similar to Poste identique/similaire à
<input checked="" type="checkbox"/> Reclassification	Effective Date Entrée en vigueur Y-A M D-J	<input type="checkbox"/> Term Position Extension Prolongation d'un poste déterminé	From - De Y-A M D-J	To - À Y-A M D-J	<input type="checkbox"/> Deletion of Position Abolition d'un poste
<input type="checkbox"/> Review and update Révision et mise à jour	Position excluded from collective bargaining Poste exclu des négociations collectives		No <input type="checkbox"/> Yes <input checked="" type="checkbox"/> Non Oui	Is position vacant? Ce poste est-il vacant? No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> Non Oui	
3. LANGUAGE REQUIREMENTS OF POSITION - EXIGENCES LINGUISTIQUES DU POSTE					
<input checked="" type="checkbox"/> English essential Anglais essentiel	<input type="checkbox"/> French essential Français essentiel	<input type="checkbox"/> English or French essential Anglais ou français essentiel	<input type="checkbox"/> Bilingual Imperative Bilingue impératif	<input type="checkbox"/> Bilingual Non-imperative Bilingue non-impératif	
If imperative, state reason Si impératif, donnez la raison					
<input type="checkbox"/> "P" Designator Identification "P"		<input type="checkbox"/> Significant Operational Impact Portée opérationnelle importante	<input type="checkbox"/> Indispensable Position Poste indispensable	<input type="checkbox"/> Term Appointment Nomination - Période déterminée	
Communication requirements Exigences de communication		Linguistic profile Profil linguistique		Estimated Lang. Use Prév. de l'util. des lang. off.	
Serv. to public Serv au publique	Pers. serv. Serv. au pers.	Centr. serv. Serv. central	English and French Anglais et français		Eng. - Angl.
Sup. func. Fonc. surv.	Griev. Griefs	Other Autres	English only Anglais seulement		Fr. - Fr.
		French only Français seulement	English or French Anglais ou français		
					%
4. SECURITY REQUIREMENT OF POSITION - EXIGENCE D'AUTORISATION DE SÉCURITÉ DU POSTE					
<input type="checkbox"/> Basic Reliability Vérification de base de la fiabilité	<input checked="" type="checkbox"/> Enhanced Reliability Vérif. approfondie de la fiabilité	<input type="checkbox"/> Confidential Confidentiel	<input type="checkbox"/> Secret	<input type="checkbox"/> Top Secret Très secret	
5. STAFFING - DOTATION					
ACTION REQUESTED - ACTION DEMANDÉE					
<input type="checkbox"/> Competition Concours	<input checked="" type="checkbox"/> Reclassification	<input type="checkbox"/> New Term Nouvelle période déterminée	From - De Y-A M D-J		
<input type="checkbox"/> New acting appointment Nouvelle nomination intérimaire	<input type="checkbox"/> Deployment Mutation (Déploiement)	<input type="checkbox"/> Extension of Term Prolongation de la période déterminée	To - À Y-A M D-J		
<input type="checkbox"/> Extension of acting appointment Prolongation d'une nomination intérimaire	<input type="checkbox"/> Transfer Mutation (Nomination)	<input type="checkbox"/> Appointment from eligibility list Nomination à partir de la liste d'admissibilité	<input type="checkbox"/> Other (specify) Autre (spécifiez)		
Present Acting Nomination intérimaire	Effective - Entrée	Expiry - Expiration	Reason - Raison		
<input checked="" type="checkbox"/> Full Time Temps Plein	<input type="checkbox"/> Part Time Temps partiel	<input type="checkbox"/> Seasonal Saisonnier	Weekly Hours of Work Nombre d'heures de travail hebdomadaires	Condition(s) of Employment / Conditions d'emploi	
			37.5	<input type="checkbox"/> General physical examination Examen physique général	
				<input checked="" type="checkbox"/> Travel Voyage	
				<input checked="" type="checkbox"/> Overtime Heures supplémentaires	
EMPLOYEE INFORMATION (if applicable) - RENSEIGNEMENTS SUR L'EMPLOYÉ(E) (au besoin)					
Surname - Nom de famille Malloy	First Name - Prénom Bill	Dept. - Min. DFO	PRI - CIDP	Substantive Position No. N° du poste d'attache 20612	Substantive Group / Level Groupe / Niveau d'attache PM-03
Designator or Station N° Sigle ou numéro de poste de courrier	Region Région	Name / Nom	Compensation Specialist / Spécialiste en rémunérations et avantages spéciaux		
		Telephone N° / N° de téléphone	Fax N° / N° de fax		
Status - Statut <input checked="" type="checkbox"/> Indeterminate Indéterminée	<input type="checkbox"/> Term Déterminée	<input checked="" type="checkbox"/> Full Time Temps Plein	<input type="checkbox"/> Part Time Temps Partiel	<input type="checkbox"/> Seasonal Saisonnier	<input type="checkbox"/> Priority Priorité
		<input type="checkbox"/> Casual Emploi temporaire	<input type="checkbox"/> Student Programs Programmes étudiants		
6. REMARKS - REMARQUES					
Reclassification of Small Craft Harbours Business Manager from a PM-03 position to a PM-04 position.					

000570

Report ID: GC7PM015

AS OF DATE / EN DATE DU : 2001-04-01

Position / Poste : 00062034 Business Manager

Work Description / Description de travail : 0000037199 Business Manager

----- P o s i t i o n I n f o r m a t i o n / D o n n é e s s u r l e p o s t e -----

Effective Date / Date effet : 2001-04-01
Action Reason / Motif action : UPD Update a Position / Mise à jour données poste
Abolish by/End of Term / Proch. rév./abolition :
Business Unit / Entité : CNDFO Fisheries & Oceans BU / Pêches & océans entité
Job Code / Code emploi : 516929 Business Manager
Reg/Temp / Permanent/temp. : R Regular / Permanent
Full/Part Time / Temps plein/partiel : F Full-Time / Temps plein
Manager Level / Niveau direction : 8 All Other Positions / Autres postes
NOC / CNP : 1221 Administrative Officers / Agents administratifs
Location / Emplacement : 120206 Yarmouth
Geographic Location / Lieu géographique : 1202006 YARMOUTH
Department / Service : 60300 Area Director, Southwest N.S. / Dir secteur sud-ouest N-É
Reports To / N° poste responsable : 00069181 Area Chief SCH & Assets
Security / Sécurité : 2 Reliability / Fiabilité
Applied By ID / Appliquée par (Id) : 067146 Yvonne Dominey
Applied By Date/ Appliquée par (Date) : 2002-02-27
Remarks / Commentaires :
Previous Position No./No. poste antérieur : 00020612

----- D e c i s i o n I n f o r m a t i o n / D o n n é e s s u r l a d é c i s i o n -----

Decision # / N° décision : 0000054688 Effective Date / Date effet : 2001-04-01
Decision Reason / Motif décision : UPD
Class Code / Code classification : PM 04
Function / Fonction : /
Eval Process / Processus évaluation : 01 W/O Comm. / SansComité
Posn Class Auth / Autor. classif. poste : 2 Departmental / Ministère
Class Accred # / N° accréd. classif. : 97007 Lisa Peck
Class Auth Dt / Date autor. classif. : 2002-02-26
Next Review Dt / Date proch. rév. : 2007-02-26
Remarks / Commentaires :
Management-Directed Classification Decision/
Décision Dirigée par la gestion : N

----- F a c t o r C o d e C o o r d i n a t e P o i n t s / C o d e f a c t e u r C o o r d o n n é e s P o i n t s -----

Factor	Code	Description	Description	Coordinate	Coordinate
				Coordonnées	Points
Facteur				Coordonnées	Coordonnées
01	Knowledge	/ Connaissances		C2	224
02	Decision Making	/ Prise de décisions		B2	146
03	Operational Responsibility	/ Responsabilité opérationnelle		C	40
04	Contacts	/ Contacts		3	110

Total Coordinate Points / Total des points des coordonnées 520

Supervisory Factor / Facteur surveil.: X

----- S t a f f R e l a t i o n s / R e l a t i o n s d e t r a v a i l -----

Essential Services / Service essentiels : 3 Conditional position / Poste conditionnel

Proposed / Proposé : N Effective Date / Date effet : 2000-06-21

Exclusion / Exclusion : 10 Not excluded/Not essential / Non-exclu, non-essentiel

Proposed / Proposé : N Effective Date / Date effet : 1998-09-13

----- O f f i c i a l L a n g u a g e s / L a n g u e s o f f i c i e l l e s -----

Effective Date / Date effet : 2001-04-01
Lang. Req. Posn / Exigences ling. poste : 2 English essential / Anglais essentiel
Imp. St. Ind. / Ind. dot. impér. : /
Office Code / Code bureau : 2246 Yarmouth NS A Office CP/RM/SCH

		English / Anglais	French / Français	
Reading / Lecture	:	-	-	
Writing / Écrit	:	-	-	
Oral / Oral	:	-	-	
Com. Serv. Public / Services au public	: 2	English only		/ Anglais seulement
Com. Pers. Serv. / Services personnels	: 0	Not required		/ Non requis
Com. Cent. Serv. / Services centraux	: 2	English only		/ Anglais seulement
Com. Supervisory / Superviseurs	: 0	Not required		/ Non requis
Com. Grievance / Grievs	: 0	Not required		/ Non requis
Com. Other / Autres	: 2	English only		/ Anglais seulement

----- D e l e g a t i o n / D é l é g a t i o n -----

Effective Date / Date effet :
HR Delegation Level / Niveau délégation des RH : /
Effective Date / Date effet :
FIN Delegation Level / Niveau délégation fin : /

Report ID: GC7PM015

AS OF DATE / EN DATE DU : 1998-09-13

Position / Poste : 00062034 Business Manager
Work Description / Description de travail : 0000037199 Business Manager

----- P o s i t i o n I n f o r m a t i o n / D o n n é e s s u r l e p o s t e -----
Effective Date / Date effet : 1998-09-13
Action Reason / Motif action : UPD Update a Position / Mise à jour données poste
Abolish by/End of Term / Proch. rév./abolition :
Business Unit / Entité : CNDFO Fisheries & Oceans BU / Pêches & océans entité
Job Code / Code emploi : 516929 Business Manager
Reg/Temp / Permanent/temp. : R Regular / Permanent
Full/Part Time / Temps plein/partiel : F Full-Time / Temps plein
Manager Level / Niveau direction : 8 All Other Positions / Autres postes
NOC / CNP : 1221 Administrative Officers / Agents administratifs
Location / Emplacement : 120108 Shelburne
Geographic Location / Lieu géographique : 1201008 SHELburne
Department / Service : 63010 Chief, SCH, SWNS
Reports To / N° poste responsable : 00062952 Area Chief
Security / Sécurité : 2 Reliability / Fiabilité
Applied By ID / Appliquée par (Id) : 067146 Yvonne Dominey
Applied By Date/ Appliquée par (Date) : 1996-09-25
Remarks / Commentaires :
Previous Position No./No. poste antérieur : 00020612

----- D e c i s i o n I n f o r m a t i o n / D o n n é e s s u r l a d é c i s i o n -----
Decision # / N° décision : 0000054688 Effective Date / Date effet : 1997-04-01
Decision Reason / Motif décision : L
Class Code / Code classification : PM 03
Function / Fonction : /
Eval Process / Processus évaluation : 01 W/O Comm. / SansComité
Posn Class Auth / Autor. classif. poste : 2 Departmental / Ministère
Class Accred # / N° accréd. classif. : 98018 Darlene Nelson
Class Auth Dt / Date autor. classif. : 2000-04-04
Next Review Dt / Date proch. rév. : 2005-04-04
Remarks / Commentaires :
Management-Directed Classification Decision/
Décision Dirigée par la gestion : N

----- F a c t o r C o d e C o o r d i n a t e P o i n t s / C o d e f a c t e u r C o o r d o n n é e s P o i n t s -----
Factor Coordinate Points / Code facteur Coordonnées Points
Code Description / Description Coordinate Points
Facteur Coordonnées Coordonnées
01 Knowledge / Connaissances C2 224
02 Decision Making / Prise de décisions B2 146
03 Operational Responsibility / Responsabilité opérationnelle C 40
04 Contacts / Contacts 2 70
Total Coordinate Points / Total des points des coordonnées 480
Supervisory Factor / Facteur surveil.: X

----- S t a f f R e l a t i o n s / R e l a t i o n s d e t r a v a i l -----
Essential Services / Service essentiels : /
Proposed / Proposé : Effective Date / Date effet :
Exclusion / Exclusion : 10 Not excluded/Not essential / Non-exclu, non-essentiel
Proposed / Proposé : N Effective Date / Date effet : 1998-09-13

----- O f f i c i a l L a n g u a g e s / L a n g u e s o f f i c i e l l e s -----
Effective Date / Date effet : 1996-04-01
Lang. Req. Posn / Exigences ling. poste : 2 English essential / Anglais essentiel
Imp. St. Ind. / Ind. dot. impér. : /
Office Code / Code bureau : 91187 Shelburne - C&P
English / Anglais French / Français
Reading / Lecture : - -
Writing / Écrit : - -
Oral / Oral : - -
Com. Serv. Public / Services au public : 2 English only / Anglais seulement
Com. Pers. Serv. / Services personnels : 0 Not required / Non requis
Com. Cent. Serv. / Services centraux : 2 English only / Anglais seulement
Com. Supervisory / Superviseurs : 0 Not required / Non requis
Com. Grievance / Grievs : 0 Not required / Non requis
Com. Other / Autres : 2 English only / Anglais seulement

----- D e l e g a t i o n / D é l é g a t i o n -----
Effective Date / Date effet :
HR Delegation Level / Niveau délégation des RH : /
Effective Date / Date effet :
FIN Delegation Level / Niveau délégation fin : /

CLASSIFICATION ACTION AND POSITION RECORD FICHE DE MESURE DE CLASSIFICATION ET DE POSTE

1. Department Ministère DFO	2. Position Number Numéro du poste 00027261	3. Action Type Type de mesure POS	4. Reason Motif X	5. Effective Date Date entrée en vigueur 11-07-01	6. Position Title Titre du poste BUSINESS MANAGER	7. Position Classification Authority Autorité de la classification du poste 3
8. RATING / EVALUATION						
Factors/Elements Facteurs/Éléments		Coord. / Degree Coord. / Degré	Points			
A. KNOWLEDGE		C2	224			
B. DECISION MAKING		B2	146			
C. OPERATIONAL RESPONSIBILITY		C	40			
D. CONTACTS		3	110			
E.						
F.						
G.						
H.						
I.						
J.						
K.						
L.						
M.						
N.						
O.						
P.						
Total Points / Total des points:		520				
27. AUTHORIZATION / AUTORISATION						
A. Name Nom	PECK, LISA					
B. Title Titre	HUMAN RESOURCES ADVISOR					
C. Signature						
28. Accountability Code / Accreditation Number Code d'imputabilité / Numéro d'accréditation	97007					
29. Date	26-02-02					
30. Remarks / Remarques	Reclass from PM-03 to PM-04 based on relative responsibility with Nfld.					
DFO TB330-167 (Rev. 09/96)						

9. Geographic Location Situation géographique 120206	10. Job Number N° d'emploi 0000023349	11. Int. Inc. Tit. prop A	12. Supervisor's Position Number N° du poste du surveillant 00027840	13. Prev. Position Number N° du poste antérieur
14. Branch, Directorate, or Division Direction, Direction générale ou Division Area Director, Southwest N.S.	15 a. Security Sécurité 2	15 b. Function / Sub-function Fonction / Sous-fonction X		
16. Classification Classification PM 04	17. Prev. Classif. Classif. ant PM 03	18. Sup. Factor Facteur de surv. X	19. ADM Status Statut de SM 0	20. Eval. Proc. Proc. d'éval. 01
21. Date of Next Review Date prochain examen 26-02-07				
22. DEPARTMENTAL USE / A L'USAGE DU MINISTÈRE				
A.	B.	C.		
D.	E.	F.		
LINGUISTIC INFORMATION / INFORMATION LINGUISTIQUE				
23. Language Requirements of Position Exigences linguistiques du poste 2 (English essential / Anglais essentiel)		24. Imperative Staffing Indicator Indicateur de dotation impérative		
25. Communication Requirements Exigences de communication		26. Linguistic Profile Profil linguistique		
Serv. to Pub. Serv. au publ.	Pers. Serv. Serv. pers.	Cent. Serv. Serv. cent.	Sup. Func. Fonc. surv.	Grievances Griefs
2	2	2	2	0
English R-L		W-E -	French OI-IO	French Français L-R
-		-	-	-
31. EMPLOYEE NOTIFICATION / AVIS À L'EMPLOYÉ(E)				
I certify that the incumbent(s) of this position has (have) been notified of this classification decision. Je certifie que le(s) titulaire(s) de ce poste a (ont) été avisé(s) de cette décision de classification.				
A. Name Nom	Gary Hubbard			
B. Title Titre	Chief - SWNS			
C. Signature				
D. Date		Designation		
200302		10		
33. Code		34. Date		
200302				



CLASSIFICATION ACTION AND POSITION RECORD FICHE DE MESURE DE CLASSIFICATION ET DE POSTE

1. Department Ministère	2. Position Number Numéro du poste	3. Action Type Type de mesure	4. Reason Motif	5. Effective Date Date entrée en vigueur	6. Position Title Titre du poste	7. Position Classification Authority Autorité de la classification du poste
DFO	00027261	POS	X	11-07-01	BUSINESS MANAGER	3
8. RATING / EVALUATION						
Factors/Elements Facteurs/Éléments		Coord. / Degree Coord. / Degré		Points		
A. KNOWLEDGE		C2		224		
B. DECISION MAKING		B2		146		
C. OPERATIONAL RESPONSIBILITY		C		40		
D. CONTACTS		3		110		
E.						
F.						
G.						
H.						
I.						
J.						
K.						
L.						
M.						
N.						
O.						
P.						
Total Points / Total des points: 520						
27. AUTHORIZATION / AUTORISATION						
A. Name Nom	PECK, LISA					
B. Title Titre	HUMAN RESOURCES ADVISOR					
C. Signature						
28. Accountability Code / Accreditation Number Code d'imputabilité / Numéro d'accréditation		29. Date				
1 97007		26-02-02				
30. Remarks / Remarques						
Reclass from PM-03 to PM-04 based on relative merit Nfld.						



Fisheries
and Oceans

Pêches
et Océans

MEMORANDUM

NOTE DE SERVICE

To
À

Gary Hubbard
Small Craft Harbours

From
De

Human Resources Operations
Human Resources Branch


Security Classification - Classification de sécurité
Unclassified/Non classifié
Our File - Notre référence
Your File - Votre référence
Date
March 8, 2002

Subject
Objet

NOTIFICATION OF CLASSIFICATION DECISION

Please find attached for your information and records a copy of the Classification Action Form(s) (TB330-167) which indicate(s) that the following classification action(s) has/have been finalized:

- ☐ A new position has been created.
- ☒ Positions have been reclassified. If you have not already done so, you may now take the necessary action to fill the positions or appoint the incumbents – please contact Human Resources Operations for assistance and information.
- ☐ A position has been updated or cyclical reviews have taken place.
- ☐ A position incumbency change has taken place. Compensation has been notified. Please ensure the employee (if position incumbered) has been advised.
- ☐ A position has been geographically transferred.
- ☐ An amendment has been made to the last TB330.
- ☐ A position has been deleted.
- ☐ Staffing request package has been forwarded to _____ on _____.
- ☒ Please advise the employee of the results. Employees are entitled to submit a classification grievance within twenty-five (25) working days of the receipt of this notification should they disagree with the group and level to which this position was classified.


Chief, Human Resources Operation

Att:

CONDENSED POSITION EVALUATION REPORT
GENERAL USERAPPORT D'ÉVALUATION D'UN POSTE
CONDENSÉ
USAGE GÉNÉRAL

13 positions / 11 incumbents

1. IDENTIFYING INFORMATION - RENSEIGNEMENT D'IDENTIFICATION		
	PRIOR TO DECISION - AVANT LA DÉCISION	AFTER DECISION - APRÈS LA DÉCISION
(A) POSITION NO. - N° DU POSTE	13665, 13666, 13668, 13669, 13670, 13671	Same
(B) POSITION TITLE - TITRE DU POSTE	13672, 13673, 13674, 20612, 27261, 27263, 13667 Business Manager	Same
(C) BRANCH - GEOGRAPHIC LOCATION DIVISION - LIEU GÉOGRAPHIQUE	SCH	Various: AD Offices Sydney, Antigonish, Chatham Yarmouth, St. Andrews, Truro, Sheldrake

2. REASON FOR ACTION - MOTIF DE LA MESURE
Reclassification → Relativity with DFO - NFLD Region

3. EVALUATION - L'ÉVALUATION	
(a) EFFECTIVE DATE AND/OR DATE OF DECISION DATE D'ENTRÉE EN VIGUEUR ET/OU DATE DE RÉVISION	(b) CATEGORY CATÉGORIE
April 1/2001 YIA M D/J Except 27261 & 27263 up	PM
(c) GROUP OR SUB-GROUP GROUPE OU SOUS GROUPE	

(d) EXISTING POINTS POINTS EXISTANTS	(e) FACTORS / SUR FACTORS FACTEURS / SOUS FACTEURS	(f) DEGREE	(g) POINTS	(h) RATIONALE - JUSTIFICATION (Including bench mark comparisons - Incluant la comparaison avec les postes-repères)	
224	Knowledge	C2	224	Relativity w/ DFO - NFLD Region (Contacts 110 pts.) Attached	
146	Dec Making	B2	146		
40	Oper Resp.	C	40		
70	Contacts	3	110		
TOTAL	EXISTING GROUP AND LEVEL GROUPE ET NIVEAU EXISTANT	PM-03	(i) TOTAL 520	(j) GROUP AND LEVEL GROUPE ET NIVEAU PM-04	(k) POINT CUT OFFS FOURCHETTE DES POINTS 501-610
	PROPOSED GROUP AND LEVEL GROUPE ET NIVEAU PROPOSÉ	PM-04			

(l) Other Remarks - Autres Remarques

Michelle Boudreau, HR Advisor Feb 14/2002

4. COMMITTEE - COMITÉ			
SPONSORED BY - PARRAINÉ PAR:			
NAME - NOM (PLEASE PRINT - EN LETTRES MOULÉES S.V.P.)	SYMBOL - SYMBOLE	SIGNATURE	DATE
(a)			
(b)			
(c)			
(d)			

Addition to Classification Rationale Business Manager

CONTACTS

This position was recently rated as Degree 2, 70 points for Contacts.

In reviewing departmental relativities and additional information from the Manager it is determined that contacts should be increased to Degree 3, 110 points.

SP is required to consult and reach agreement with small craft harbour authorities, representatives and officials from various other departments and agencies related to federal government infrastructure. Consultation and advice is provided on an on-going basis to Members of Parliament, Provincial and Municipal elected representatives. Contacts are made with the media to deal with issues related to small craft harbours, lighthouses, wharfs and other departmental sites. SP is responsible for enforcement under the Fishing and Recreational Harbours Act and requires on-going consultation with officials and law enforcement agencies.

=BM 24, Late and Non-Filer Programs Officer, both positions are required to reach agreement with senior officials of OGD and Agencies and representatives of industries or companies. Both consult and reach agreement to support enforcement activities.

>BM 25, Collection Contact Officer at degree 2, initiates and maintains contacts with taxpayers, individuals, owners and officials of business and/or their representatives to negotiate payment schedules. This is less than what is required for SP, as it is required to influence and discuss and explain where SP is required to consult, confer and reach agreement with officials on matters that are complex or significant. SP is required to negotiate and consult on items such as wharves, lighthouses and other real property harbour infrastructures and related equipment.

Summary:

Knowledge	C2	224	
Decision Making	B2	146	
Operational Resp.	C	40	
Contacts	3	110	
Total		520	PM-04(501-610)

Realivity:

This position was compared with the Program Officer, PM-04 that works in Small Craft Harbours, in Newfoundland. Both positions advise and consult with Harbour Authorities and deal with fishing industry stakeholders, officials of other government department and with public clients to interpret and explain policies. The Program Officer is rated as:

Knowledge	C2	224	
Decision Making	B2	146	
Operational Resp.	C	40	
Contacts	3	110	
Total		520	PM-04(501-610)


Janice DeForest


Date

CONTACTS:

The Business Manager position requires consultation with various industry stakeholders to reach agreement on future management options including formation of the harbour authorities or the divestiture of harbours and other real property. Harbour authorities and harbour divestiture are the two major program initiatives within SCH since program review. Industry stakeholders include fishers, buyers, processors, other businesses, First Nations, recreational users, community groups, development associations, and the general public. The Business Manager is the primary point of contact with the stakeholders and must obtain commitment from the various stakeholder groups in order to advance the SCH program agendas. Persuasion is required to negotiate and to obtain consensus among various diverse interests, while moving the program forward and maintaining a service-orientated and client-focused image. There is also a significant requirement to provide advice and information to various user groups of harbour services, and to explain and defend government programs and policies to the Canadian public.

The Business Manager position is required to consult with and provide advice and background information to officials from various other departments and agencies such as Indian and Northern Affairs Canada, Public Works and Government Services Canada, Environment Canada, Industry Canada, Human Resources Development Canada, etc. regarding the SCH program and the specific implementation of new harbour management programs. Advice is also provided on an on-going basis to Members of Parliament, Provincial and Municipal elected representatives, the Area Director, regional and national staff, and the minister's staff regarding an abundance of politically sensitive operational issues (such as First Nation integration into the commercial fishery in the wake of the Marshall Decision). Discussions are held with MP's, MLA's, elected Municipal officials, First Nations, and other groups on specific issues to explain the department's position in order to promote an understanding and acceptance of the objectives, programs, and policies of the Department. Information is also provided to the media on an as-required basis, and indirectly through the preparation of draft press releases.

As an enforcement officer pursuant to the Fishing and Recreational Harbours Act, the position requires on-going consultation with other government officials and law enforcement agencies regarding the interpretation and requirements of various Federal, Provincial, and Municipal legislation with respect to enforcement, environmental, occupational health and safety, municipal planning, navigable waters protection, etc. This information is required to advise and assist Harbour Authority and other user groups in the management of harbours to ensure compliance, as well as for the safety of the users and the general public, in order to reduce the risk of claims against the Harbour Authority and the Crown.

In conclusion, the Business Managers are the primary contacts on all operation and divestiture issues with the different public and private stakeholders. As you are aware, the Area Chief position (Eng. 4) will now focus primarily on the delivery of the technical part of the SCH and RPAM programs, and the BM will now assume the lead role on all operational and divestiture issues (the role will be also expanded to include RPAM sites). The position deals with very diverse and operationally sensitive issues that have a direct impact on the successful delivery of the SCH program. It is my opinion that the position should be given a level C3 for contacts within the classification rating grid, based on the bench marks established for this contact factor, as well as the Program Officer position that was recently rated in the Nfld. Region.

Classification Rationale

Position #: 13673

Title: Business Manager

Branch: Small Craft Harbours

Background:

The Subject Position (SP) was last reviewed in April 2000, based on a UCS Work Description (Generic Business Manager) dated 2000-2-18, and rated at the PM-03 group/level.

Review of the Work Description dated (2001-7-18) submitted for classification at this time revealed little or no change in the responsibilities of the position from that last reviewed. The eight (8) Key Activities identified in the old work description are essentially the same in the new. Their text has been rewritten in a more terse and succinct style, but the global intent of each is unchanged. The Work Characteristics sections of the new document do reflect a significant number of amendments and modifications, however, although they would impact on a UCS evaluation, they are not in areas that would affect the factors measured in the PM standard.

ALLOCATION

Category: Administrative and Foreign Service

The primary responsibilities of the SP involve delivery of the Small Craft Harbours Program within a geographically defined area within the region. This involves the implementation of policies and procedures, the provision of training and advice, the recommending of Harbour Authority (HA) leases, negotiation and approval of HA business plans, and participation in the divestiture and privatization process for recreational and commercial fishing harbours. These activities are performed to effect program delivery to fishing industry stakeholders and the general public who have a vested interest in the facilities. This meets the category definition of the Administrative and Foreign Service category, "occupational groups engaged in the planning, execution, conduct, and control of programs serving the public interest, and the requirements of internal management in the Public Service of Canada", and inclusion statements 1 and 2. No exclusions apply.

Group: Program Administration (PM)

The criteria referenced in the category allocation also meet the group definition and inclusion statement 1 of the Program Administration Group. No exclusions apply.

EVALUATION

Knowledge Degree C2 224 points

Program and Specialized/Technical Knowledge Degree C

The SP requires knowledge of an extensive body of rules, procedures and operations respecting delivery the Small Craft Harbours Program. This includes knowledge of: the mandate, objectives and priorities of the organization; departmental and central agency policies respecting real property acquisition, divestiture, business planning, budgetary control and compliance enforcement; a wide variety of federal and provincial legislation and regulations pertaining to harbour management, navigable waters, and environmental protection; procedures and practices respecting real property acquisition/divestiture, lease negotiation, financial audit, and real property management.

> BM 28, District Licensing officer at degree B, which requires knowledge of acts, regulations and policies governing fishing personnel and vessel and gear licensing for commercial and recreational fishing, as well as, knowledge of appeal processes and systems for information and statistics gathering. The SP requires knowledge of a broader range of legislation governing real property management, business planning, contract administration, financial administration, and harbour management. The SP also requires knowledge of procedures and practices for real-property acquisition and divestiture, lease/contract negotiation, financial audit, and enforcement investigation.

= BM 16, Supervisor, Employment Services at degree C, as the BM and SP have a comparable requirement for knowledge of a full range of acts, legislation, policies and procedures respecting delivery of a major program. Both require knowledge of external organizations, stakeholders and socio-economic and local market issues relevant to program clients. Both require knowledge of practices, protocols and procedures respecting the provision of advice, the determination of client requirements, and the administration of contract with external institutions.

General Administration Degree 2

The SP requires general administration knowledge in the areas of financial administration, contract administration, lease negotiation and administration, and real-property management related to acquisition and divestiture of facilities.

> BM 25, Collection Contact officer at degree 1, who requires knowledge of internal administrative procedures related to own work.

= BM 16, Supervisor, Employment Services at degree 2, as the BM and SP have a comparable requirement for knowledge of administrative policies and procedures respecting financial management to manage an O&M budget. Both require knowledge of administrative practices in a variety of other area, the BM in personnel policies, collect agreements, information management and work allocation, and the SP in Real Property Management, contract and lease administration, and acquisition and divestiture of assets and facilities.

Decision Making Degree B2 146 points

Scope Degree B

The SP decisions and recommendations are generally made within the policy framework and guidelines of the SCH program and require judgement and initiative in resolving problems and disputes respecting program requirements. Initiative and judgement are required when providing advice and evaluating business plans, when performing investigative work and fact finding associated with audit and budget control functions, when negotiating and recommending commercial and harbour authority leases, when managing a construction program, when establishing and implementing enforcement associated with the operation of real property and facilities, and when providing training and business advice to client to facilitate the operation of incorporated harbour authorities and assist harbour managers.

= BM 17, Benefits Program Officer at degree B, as the BM and SP are comparable in their requirement to exercise judgment and initiative in monitoring the effectiveness of program delivery and in identifying and resolving problems. Both identify operational trends and training requirements to enhance program delivery initiatives and analyze and interpret legislative, program and operational policies to provide advice and recommendations to management and external clients.

< BM 2, Airport Manager at degree C, whose decisions and recommendations are made respecting the operation, maintenance and security of an airport and eleven remote sites. The BM must exercise judgement and initiative in directing the allocation of financial and personnel resources, developing long range forecasts of user requirements, negotiating leases and levels of maintenance with other government departments, directing the preparation of security procedures and coordinating the activities of agencies responding to emergencies. The SP requirement to exercise judgement and initiative in making decisions and recommendations does not reflect the diversity of areas or the requirement to operate without precedent as exemplified by the BM

Impact Degree 2

The SP decisions impact on the effectiveness of the SCH program delivery within its geographic district of responsibility and the ability of external client organizations and individuals to develop effective business plans and meet program requirements to obtain and operate harbour authorities. Decisions and recommendations respecting acquisition and divestiture of real property and assets impact on the cost-effective utilization of financial resources within the organization, and the ability to provide mandated services to facility users. Decisions also impact indirectly on the viability of commercial enterprises and community stakeholders of harbour facilities.

= BM 17, Benefit Program Officer at degree 2, as the BM and SP decisions affect the efficiency and effectiveness of program delivery initiatives, including the quality of service received by clients. BM decisions on labour disputes impact directly on hundreds or thousands of workers, while SP decisions impact on commercial, recreational and public users of harbour facilities and the effective operation and viability of harbour authorities.

< BM 14, Regional Manager, Investigation and Control at degree 3, who is the regional authority while the SP's impact is limited to the district of responsibility. The BM decisions and recommendations impact on the nature and scope of the regional program and national and

regional policy development, whereas the SP works within established regional/national policy and guidelines.

Operational Responsibility Degree C 40 points

The SP performs a "Staff" role and is responsible for delivery of a well-defined program within a specific geographical management area. This involves determining adequacy of operational policies and procedures administered by harbour managers and members of harbour authorities to provide service to facility users and meet contract and lease obligations set by the Department. This includes monitoring the activities of non-employees performance for effectiveness, evaluating and auditing financial and business planning documents, ensuring safety and environmental protection compliance is adhered to and controlling funding based on client performance in meeting contract obligations.

> BM 28, District Licensing Administrator at Degree B, which administers the licensing program in the district and supervises two clerks. The BM also participates in advisory and policy working groups and provides advice to field staff on the interpretation of licensing policies and legislation. The SP is superior in that it is responsible for determining the adequacy of operational policies and procedures administered by non-employees; monitoring for safety and environmental compliance, financial accountability; implementing enforcement and controlling funding.

= BM 17, Benefit Program Officer at degree C, as the BM and SP are comparable in their requirement to monitor all program activities, assess the efficiency and effectiveness of operations, and ensure compliance within operational policies and procedures. Both involve evaluating the operational performance of non-employees and providing advice as a subject matter specialist staff in the organization.

Nature and Size of Subordinate Organization

Not applicable. The SP performs a staff role and has no subordinates.

* **Contacts Degree 2 70 points** — *This has been changed to degree 3, 110 points. See attached.*
8/11/21

The SP provides advice and guidance to external clients involved in harbour management and the operation of harbour authorities respecting service levels as defined by contract obligations, compliance issues related to safety and environmental protection, monitoring and audit issues related to financial administration, funding, and business planning. These activities require significant explanation of legislative and program requirements to achieve cooperation and compliance in meeting contract/lease obligations, meeting defined service levels, performing audit functions, and when providing advice or interpretation.

= BM 17, Benefit Program Officer at degree 2, as the BM and SP have a like requirement to deal with non-government personnel to resolve problems and obtain cooperation in problem resolution and adherence to compliance requirements. Both are required to investigate operational performance and provide recommendations to achieve cooperation in meeting service levels requirements. Both provide expert level advice staff within the organization to promote problem solving and improve program delivery functions.


< BM 2, Airport Manager at degree 3, who consults with local government officials and other government departments respecting the provision of common services and to coordinate emergency services. The BM acts as final authority in negotiations on nature and levels of service for the airport while the SP requires management approval in contentious and politically sensitive issues.

Summary

Knowledge	C2	224
Decision Making	B2	146
Operational Responsibility	C	40
Contacts	2	70
Total		480 PM-03 (401-500)

Recommendation

The SP is rated at 480 points and recommended for classification at the PM-03 group/level.


Bill Anderson
Sept 6/01



WORK DESCRIPTION

27262

Business Manager

Department/Agency: Department of Fisheries and Oceans
Section: Corporate Services
Division:
Branch: Small Craft Harbours
Geographic location: Sydney (N.S.)
Security clearance: Enhanced reliability
Language requirements: English Essential
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Immediate supervisor:

Version: Final **Date last updated:** 2001-12-7
Classification:
Effective Date of Decision:
Model identifier:

Client-Service Results

Implementing program and policy initiatives to various fishing industry stakeholders and the general public with respect to the management of harbours.

Key Activities

- Implements national and regional policy, procedures, management and budgetary control for a system of commercial fishing and recreational harbours.
- Provides extensive training and business advice to incorporated harbour authorities and appointed

harbour managers.

- Negotiates, drafts and recommends for approval commercial and harbour authority leases, subleases and lease amendments.
- Negotiates and approves individual harbour authority business plans, budgets and financial statements and provides specific advice regarding business proposals for projects.
- Manages and coordinates a construction program.
- Conducts, initiates and assists in the coordination of the divestiture and privatization of recreational and commercial fishing harbours not intended for harbour authority management.
- Controls management and enforcement activities associated with the operation of real property and facilities.
- Identifies, coordinates and recommends the acquisition of real property that is required for management and operation of commercial fishing harbours, as well as to make harbour property marketable for divestiture.

Employee's statement:

I have been given the opportunity to comment on this work description.

Employee's signature

Date

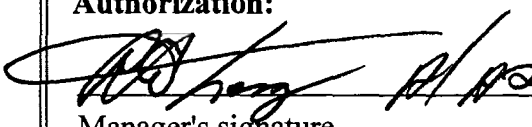
Supervisor's statement:

This work description accurately describes the activities and demands of the position.

Supervisor's signature

Date

Authorization:


Manager's signature


Date

Work Characteristics

Responsibility

(1) Information for the Use of Others

Provides information and advice to various fishing industry stakeholders, the general public and harbour managers with respect to the Small Craft Harbours' program and policies to assess the impact and to develop options for future harbour management. This often involves explaining complicated policies, procedures, and standards which involves transforming information into alternate forms in order that it can be fully understood by a varying audience.

Researches and analyses present harbour information and provides advice to the Area Chief to assess the impact and feasibility of various harbour management options. Makes specific recommendations that can affect the livelihood of individual users and coastal communities.

Provides MANAGERIAL AND OPERATIONAL advice and disseminates information to incorporated Harbour Authorities, and assists harbour authorities and federally appointed harbour managers in developing PROCEDURES AND ASSISTING HARBOUR AUTHORITIES in such matters as preparation of project proposals, business planning, revenue generation, financial and resource planning and management, tax provisions and reporting requirements, property management, legal and enforcement issues, environmental practices and compliance, liability insurance, legislative obligations, technical matters such as construction standards, specifications and methodologies, and administrative matters such as tendering, procurement, contracting for services, inventory control, computer operations and human resource practices to ensure successful operation and economic sustainability.

Gathers, synthesizes, and produces background and site specific information used by the Area Chief in preparing draft ministerial correspondence from a complex variety of information for the Ministerial Correspondence Unit in order to answer specific inquiries directed to the Minister's office. Elaborates on particular issues and conflicts that are politically sensitive and transforms information into concise terms, and in the appropriate tone sought by the Minister, to explain and defend government programs and policies to the Canadian public.

Researches socio-economic and environmental background information and produces environmental assessment reports for projects in accordance with the Canadian Environmental Assessment Act. The reports are made available for general public perusal and critique through the national habitat tracking referral system. Has delegated authority to make decisions to sign-off and approve environmental ratings for minor works projects and property leases and is accountable to the Minister and the general public for such decisions.

Provides general technical advice and assistance to individuals, appointed harbour managers and groups on minor construction and repair projects being considered for structures leased by the Department to incorporated harbour operators, but still under federal ownership. This can involve breaking down complicated construction and permitting processes into simpler step by step operations, as is necessary to ensure individuals and operating groups, have the knowledge and skills they require to successfully complete projects to established regulations, codes, and standards. Provides leadership to HA groups in preparing detailed project submissions which conform to established format and provides the HA with the best chance for funding approval.

(2) Well-Being of Individuals

There is no specific requirement for this.

(3) Leadership of Human Resources

HARBOUR AUTHORITY DEFINITION: A HARBOUR AUTHORITY IS AN INCORPORATED NON-PROFIT GROUP, SEPARATE FROM DFO, WHOSE PRIMARY FUNCTION IS TO MANAGE AND OPERATE SCH FACILITIES LEASED TO THE HARBOUR AUTHORITY FOR A DEFINED PERIOD, USUALLY 5 YEARS. OWNERSHIP OF THE PROPERTY AND FACILITIES REMAINS WITH THE FEDERAL CROWN.

PARTICIPATES AND ASSISTS IN THE COORDINATION OF branch participation in multi-disciplinary groups involving federal and provincial government agencies, working groups, project teams and various client groups to provide information on harbour authority programs and policies, and to develop overall management and business plans for harbour authorities.

PROVIDES ADVICE TO incorporated Harbour Authorities in human resource planning including the recruitment of volunteers, students and employees, and consultants required to support the Harbour Authority program. This includes developing work plans and priorities, proposing terms of reference, evaluating performance and creating alternate plans to accomplish objectives.

Leads Harbour Authorities in business planning, environmental management planning, project proposal formulation, financial management, harbour operations and other management practices to ensure their long-term viability and success.

Provides initial and ongoing training of harbour authority directors and members on such matters as corporate structure and bylaws, business, legal, real property and administrative matters associated with the operation of a Harbour Authority. THIS RESPONSIBILITY IS SHARED WITH REGIONAL STAFF.

Assists the Area Chief and participates in multi-disciplinary project teams consisting of intergovernmental personnel, private consultants and client groups for environmental assessment, design, implementation and management services for a variety of major construction projects, includes proposing and developing terms of reference, negotiating consultant fees, approving contracts, providing ongoing monitoring, and reviewing standards.

Leads and co-ordinates Harbour Authorities in the development of their Environmental Management Plans, approves plan and provides ongoing monitoring to ensure compliance with federal regulations and policies.

Leads, assigns and directs the work of Public Works and Government Services staff, private consultants, client groups and other contractors involved in construction and maintenance projects. This involves leading and providing direction on project deliverables, direction on timing and alternatives for project implementation, direction on acceptance of work, direction on changes to the scope of work to be undertaken and organization and chairing of discussions to resolve project issues. This activity is not shared for projects up to \$15K and is shared with the Area Chief for projects in excess of \$15K.

Assists regional staff and the Area Chief in the initial training of new persons in the organization on such matters as corporate structure, administrative practices, business, operational and legal issues associated with the Small Craft Harbours program. This is a shared responsibility.

Provides management and operational guidance to incorporated recipient groups that propose to assume responsibility and eventual ownership of Federal harbours formerly under government jurisdiction. Plans and establishes self directed work teams consisting of interdepartmental representatives to assign divestiture projects. This is a shared responsibility.

(4) Money

BUDGETING:

As a responsibility centre manager, manages, plans and budgets for a construction program as well as an operations and maintenance budget. Provides financial advice and makes recommendations for prioritization of projects, including cost benefit and risk analyses. The incumbent has considerable latitude and flexibility to arrange and manage financial resources to most successfully impact on program deliverables within the area of responsibility.

Participates in area budget preparation and management including providing recommendations for the area Small Craft Harbours' budget, providing financial advice and making recommendations for prioritization of projects, including cost benefit and risk analyses. Plans and budgets for the allocated harbour operation and maintenance budget of the Small Craft Harbours' program. On an ongoing basis monitors status, reallocates funds within budget to compensate for changes, and conducts financial planning, forecasting and reporting. Has considerable latitude to allocate and reallocate funds from one project to another or between harbours.

Provides MANAGERIAL AND OPERATIONAL advice and recommendations to private incorporated harbour authorities, federally appointed harbour managers and recipient groups on preparing and managing operational budgets to ensure their successful operation AND long term sustainability.

MANAGING MONEY FLOW:

Determines and negotiates commercial lease and licence annual rents with private commercial operators based on Treasury rd guidelines and market value appraisals. Monitors and tracks commercial leases and licences issued and payments received, advises the responsibility centre on outstanding accounts and recommends the appropriate action including enforcement and writing off debts. Assists harbour authorities in soliciting financial contributions from other Federal, Provincial, Municipal and private sources for cost-shared projects with private incorporated harbour authorities and recipient groups. Provides ADVICE AND recommendations to private incorporated harbour authorities and recipient groups on devising a service fee schedule, determining commercial sub-lease and licence annual rents, and collection of accounts based on specific site and local market conditions and knowledge of other harbour operations, and to reduce the demand on the Small Craft Harbours program budget.

SPENDING:

responsibility centre manager with full signing authority to allocate funds among line objects and manages construction and an operations and maintenance budget. Identifies, tenders, awards and administers all maintenance and service contracts within allocated budget. Is accountable for expenditures associated with a broad range of activities relevant to harbour management and the operating and administrative resources required to manage the Harbour Authority Program including sole source authority in dealing with harbour authorities. Has freedom to reallocate funds within financial authority and in compliance with Treasury Board guidelines. Identifies, tenders, awards and administers contracts within allocated budget., verifies goods and or services are received and processes progress claims and final invoices. PARTICIPATES AND PROVIDES RECOMMENDATIONS on the real property acquisition budget for the portfolio of harbours. Commits funds and recommends paying funds in the form of grants and contributions and joint project agreements. Purchases goods and services using government credit cards and accounts for all expenditures. Provides advice and recommendations to private incorporated harbour authorities and recipient groups on tendering and contracting for goods and services, as well as processing claims and invoices and auditing requirements. THIS IS A SHARED RESPONSIBILITY.

(5) Physical Assets and Products

Operates and maintains real property, harbour infrastructure and related equipment used by the commercial fishing stakeholders and the public in harbours that are still managed directly by Small Craft Harbours. These assets are extremely valuable and very difficult to replace due to budget limitations and program inflexibility due to commitments to other projects. Safety of harbour users and clients using harbour facilities is of utmost concern to the branch.

Takes temporary custody of, and protects seized equipment, vehicles and vessels, gathered by branch during enforcement actions and investigations, to be used by the Crown during prosecution. This property becomes the responsibility of the branch, cannot be replaced, and is used in court as evidence.

Operates, maintains and cares for assets included in own work such as a personal computer, cellular telephone, office furniture, cameras, files, supplies, and software. These assets are not used by other staff and can be replaced, but at a considerable cost to Small Craft Harbours.

(6) Ensuring Compliance

As an enforcement officer pursuant to the Fishing and Recreational Harbours Act and Regulations, conducts routine inspections of harbour usage including that of fishers, commercial operators, lessors, and the general public to ensure compliance with regulations related to real property and environment issues, in order to ensure the safety of the harbour users general public and to protect the environment. Compliance and enforcement activities are performed by examining a wide range of various options and statutes available to determine the most appropriate course of action. Duties require examining complaints, taking evidence, issuing warnings and recommending whether to pursue prosecution, and providing sworn testimony. Responsibility is shared. conducts on-site audits and evaluations of Harbour Authorities' business and real property management practices to ensure compliance with the

Canada Business Corporations Act and the Small Craft Harbours' lease in order to protect the interests of the general public and fishing industry stakeholders in terms of safety and providing nondiscriminatory public access. negotiates compliance schedules and implementation, among a wide number of options available, for violators using own government, precedents and established practices. Consults with supervisor regarding difficult situations.

Conducts on-site audits and response to public complaints pertaining to recipient groups to ensure compliance with the covenants associated with the transfer of real property under the devolution program in order to ensure nondiscriminatory access and that the transferred assets continue to be operated in accordance with the conditions of the transfer agreement. Negotiates compliance schedules and implementation among a wide number of options available for violators using judgment, precedents and established practices. Responsibility is shared.

Skills

(7) Job Content Knowledge

Knowledge of inter-personal communication and negotiation principles, accompanied with problem solving techniques and an ability to analyze complex issues and develop innovative and viable solutions, is required when investigating problems and advising privately incorporated harbour authorities on organizational alternatives, property management and facility development options, business, legal, financial and construction issues

Knowledge of principles, practices, and techniques of leadership to effectively provide and coordinate the efforts of diverse ups towards common goals.

Knowledge of enforcement including investigative techniques and legal processes associated with the application of the Fishing and Recreational Harbours Act and Regulations, maritime, contract, tort and common law is required to carry out enforcement duties, investigate claims against the Crown and to provide specific advice to Harbour Authorities, the general public and management on land control and enforcement issues.

Knowledge of the principles and practices associated with real property management as it relates to custodial Federal property, including legal, administrative, and management techniques, procedures, and responsibilities is required to effectively operate harbours and to provide specific advice to Harbour Authorities.

Knowledge of real property acquisition and disposal methods including legal and property terminology; methods and procedures and the ability to read and interpret survey plans, deeds and descriptions in order to address client and legal requirements for management of harbours and implementation of construction projects.

GENERAL Knowledge of environmental assessment responsibilities and techniques, development and

use of safety plans and environmental management plans, harbour standards, regulatory requirements, quality inspection techniques and construction methodologies, including the ability to read and interpret construction drawings and specifications in order to analyze complex situations and provide specific advice to Harbour Authorities, management, contractors, consultants and regulatory agencies. Knowledge of project management, planning, implementation, critical time line analysis, negotiation approaches, and report writing to manage a construction program is also essential to the successful operation of a system of harbour authorities.

Knowledge of principles, practices, authorities, and accountabilities of financial management including processes for budgeting, forecasting, cost benefit analyses, business planning, cost recovery, managing money flow, and conducting expenditures to provide advice to Harbour Authorities and to exercise financial control over allocated budget.

GENERAL Knowledge of financial audit procedures, standards and reports to provide input into and assist in reviewing audit activities.

Requires knowledge of computer software, the internet and data entry programs, including Microsoft Word, Powerpoint, Excel, Explorer electronic mail, National Oracle databases including ABACUS, FRMS, HRTS and SIP in order to gather information, prepare correspondence, produce reports and input data.

(8) Contextual Knowledge

WORK UNIT

Extensive Knowledge of the mandate and priorities of Small Craft Harbours' related to the reduction of operating expenditures through partnerships or devolution exercises and new business arrangements with clients through the Harbour Authority initiative. Knowledge of respective roles of national and regional staff on all management and operational issues is important in developing effective working relationships, selecting the best course of action, and providing a unified approach to issues. Knowledge of investigative techniques to ensure enforcement and evidence gathering procedures are conducted correctly and legally. Knowledge of the media, their interests and unit protocols to ensure accurate information on the activities of the unit are presented accurately and professionally. Knowledge of collective agreements, travel directives, standards, procedures, guidelines and unit culture to provide leadership to staff. Knowledge of inventory control and accountability standards to ensure asset utilization is managed and used for its intended purpose.

DEPARTMENT

Knowledge of the culture, values, organization, mandate, policies, programs and objectives of the department, in support of the departmental vision and oceans strategy initiative in order to provide informed advice and recommendations to Harbour Authorities. Knowledge of departmental policies and contacts and points of reference is required in order to understand a best course of action and how it will impact on the Small Craft Harbours' mandate and program initiatives. Knowledge of the interaction between branches such as finance, communications, personnel, informatics, contracting, habitat management, and their advisors and directors to ensure contact is made with the person(s)

responsible for any particular component of an initiative to ensure information is received in a timely manner.

OTHER DEPARTMENTS

Department of Public Works and Government Services Canada (PWGSC) to understand their role in the disposal of federal government real property to ensure compliance with Treasury Board guidelines; Department of Environment (DOE) to understand the various environmental acts and regulations and to understand and support the role and responsibility of SCH in adhering to environmental legislation, particularly related to land management; Transport Canada , Harbours and Ports directorate, to understand the linkages between its mandate to manage and operate federal commercial ports and the SCH mandate to establish a cooperative working relationship particularly as relates to the operations of harbours with shared jurisdiction. Indian and Northern Affairs Canada (INAC) to understand its mandate and role relevant to associated land claims and real property issues in respect to aboriginal communities. This knowledge is particularly significant to the SCH program in respect to the management and disposal of federal real property at harbours that may be the subject of land claims or related treaties with aboriginal groups; Human Resources Development Canada programs to access financial and human resources to assist in furthering the aims of Harbour Authorities through the development of partnership arrangements. This knowledge is essential in providing the best advice, recommendations and direction to all harbour users in areas where each of these agencies are involved and decisions have to be made on a best course of action on many management issues.

CANADIAN PRIVATE AND OTHER PUBLIC SECTORS

Knowledge of the roles, responsibilities, and programs of Provincial Departments and Municipal units and officials to provide assistance and consultation on the Harbour Authority and divestiture initiatives. Knowledge of the political, cultural, and socio-economic status of the communities in the assigned portfolio to facilitate in the planning for the implementation of the Harbour Authority or divestiture initiatives, and for ongoing service delivery. Knowledge of local politicians, special interest groups and the identity of community leaders to seek and provide consultation on policy issues. Knowledge of the trends and developments in the fishing industry that will impact of the Small Craft Harbours' initiatives, and in order to forecast changes in the management options and levels of service required for commercial fishing harbours.

LEGISLATION / REGULATIONS

Knowledge of the content and underlying principles and intent of the following Acts and Regulations, as they apply to management and operation of real property and facilities, and to be able to minimize risks and to formulate a due diligence legal defense in the event of prosecution for violations of specific statutes and against civil suits:

Fishing & Recreational Harbours Act And Regulations and the Federal Property Traffic Act to manage, to ensure health and safety of harbour users, provide advice to lessees and Harbour managers and users, to implement construction and repair projects, and to acquire and divest property.

Canada Business Corporations Act (Part 2) to ensure compliance under the Act by the Harbour Authorities to maintain their legal incorporation entity and ensure that the necessary reports and

documentation is received from the Harbour Authorities.

Provincial and territorial acts, regulations, policies and procedures governing environmental protection and habitat management to ensure compliance of harbour transfer and management activities.

Financial Administration Act to ensure compliance of lease agreements, real estate transactions, construction and surveying projects, procurement, invoicing and expenditure procedures.

Federal Real Property Act and Regulations to conduct, monitor and evaluate land acquisition, leasing and disposal.

Federal and provincial legislation, property law, contract law and leasing procedures to ensure that transactions are appropriately managed in their respective jurisdictions.

Federal and provincial legislation and agreements governing transfer of lands, resources and programs to First Nations to ensure that SCH agreements are in compliance.

Federal laws governing environmental protection, enforcement and the safe and responsible operation of harbours (e.g., Navigable Waters Protection Act, Canada Shipping Act, Canadian Environmental Assessment Act, Environmental Protection Act, Harbours and Ports Act, Public Works Act) to manage operations, and to ensure that the Crown's interests are defended in construction and real estate transactions.

(9) Communication

COMMUNICATION OUT:

Presentation and public speaking skills are required when articulating policy information, reports, and recommendations to fishing industry stakeholders and public clients. This often requires interpreting policy in order to present arguments and dissuade individual biases as well as explaining and altering specialized legal and technical terminology so that it can be fully comprehended by various audiences.

Verbal and presentation skills are required to negotiate leasehold interests with incorporated groups and commercial operators. This requires skill in interpreting Treasury Board guidelines and explaining specialized legal terminology in order that information can be fully comprehended by the lessee. This requires skill to negotiate and persuade the lessee with respect to specific clauses in the lease, lease boundaries, and lease rates.

Writing skills are required to prepare correspondence to clients and to prepare various reports, draft background and site specific information necessary for ministerial correspondence and fact sheets. This requires skill in interpreting information and explaining complicated and sensitive issues.

Verbal skills are required to present the assigned functions in wide ranging consultations with client groups, regional officials, and other government departments to explain policies, priorities and activities, negotiate issues, obtain input and gain agreement and cooperation to handle sensitive situations. Depending on the client groups, the message must be altered and simplified in order to be understood and effective.

COMMUNICATION IN:

Active Listening skills to interpret body language, tone of language and other non-verbal communications, recognizing the different meanings these have for persons of different cultural origins and on the basis of the circumstances in which the information was provided, to understand the intent and the complexities of the message being transmitted by people with whom the individual must interact within the Department., clients, fishing industry representatives, service providers, other governmental organizations, and non-governmental organizations in developing networks and partnerships to provide quality client services. Due to the complexity of the message and terminology, the emotional and confrontational circumstances and environment in which interactions evolve and the variety of audiences, an understanding of the implicit component of the message is as important to the meaning of the message as the explicit component. Observation skills to read between the lines when conducting public information sessions and to adjust delivery to the respective mood of the audience.

Reading and interpretive skills to gather and synthesize key information from legislation, departmental policies and directives, contracts, surveys, leases, complex and ambiguous common law, legal documentation and then presenting information in a format and terminology that can be easily understood and utilized by the staff, general public, Harbour Authorities, organizations, clients, and community representatives, to promote comprehension and awareness and to ensure that the requirements for the development, management and enforcement of the SCH program is understood.e. Reading skills to digest information and demands from groups or individuals and review proposed responses to ensure that they contain accurate information.

Listening and interpretation skills are required when receiving information and feedback from industry representatives, the Area Chief, colleagues and contractors in order to retain salient points, synthesize information on complex issues, and gauge underlying intentions.

(10) Motor and Sensory Skills

In the course of travel and enforcement duties, there is a requirement for dexterity and coordination to embark and disembark vessels, and land vehicles while carrying equipment, and to inspect harbour infrastructure.

Manual dexterity and coordination skills are required for the daily operation of a computer keyboard in the preparation of correspondence, reports and inputting data. Dexterity is required to operate other office equipment such as photo copiers, fax machines and cellular telephones.

Effort

(11) Intellectual Effort

UTILIZING strategies, practices and approaches to govern the negotiation and consultative processes of the fishing industry stakeholders and the public involved in the implementation of the Harbour Authority policy. The work is performed under departmental time line pressures to achieve imposed goals, involves dependence on other government departments and agencies, client pressures for information, conflicting stakeholders interests and changing policy interpretations.

Analyzing the associated business and operational plans of the established Harbour Authorities to evaluate their effectiveness from a management, operational, business, and legal perspective and directing corrective measures through consultation or direct intervention. This work is performed under time line pressures imposed by the department, individual biases against the department, and client reluctance to change to comply with directives.

Negotiating the resolution of differing interpretations as they arise in the administration of harbour authorities, including enforcement procedures, data collection, and collection of revenues from fees and services. The work is performed without the benefit of established practices and precedents and without the availability of human resources required to meet imposed goals and deadlines.

Intellectual effort must be applied in the management of a construction program to analyze requirements for program expenditures, prioritize project requests for funding, and for the preparation of project proposals. The work is performed under time line pressures imposed by the department and clients, weather and climatic conditions, and the dependence on other government departments and agencies. There is a constant requirement to analyze an on-going number of project requests, seek or create solutions from a large number of options, and to make unbiased funding decisions with limited program funding.

Managing a minor construction program under tight work schedules, funding pressures and ever increasing service demands can be quite complicated when consideration must be given to construction standards, available working season for marine projects, developing environmental requirements, as well as concerns and priorities of other federal and provincial regulatory agencies. In addition, fishing seasons, quotas, vessel and gear types must be fully understood to meet client needs. The analysis of this information is complex and time consuming and the incumbent is required to develop construction options taking all these concerns into account. This is further complicated by a natural resistance to accept anything new or of a different standard than clients have been used to in the past.

UTILIZING strategies and options unique to each situation in order to conduct sensitive negotiations with client groups regarding the short and long term development, management and divestiture of real property. The work is performed under departmental time line pressures to achieve imposed goals, dependence on other government departments and agencies, client pressures for information and legal interpretations, conflicting stakeholders interests, and negative public opinion against overall government fiscal restraint and downloading policies.

(12) Sustained Attention

The work requires long periods of sustained attention when operating a motor vehicle in order to concentrate on the road while driving. There are frequent interruptions with calls from cellular telephones which increase the risk of accidents. This work takes up to twenty percent of the

incumbent's time on an ongoing basis, due to the geographic size of the area of responsibility.

The requirement to maintain attention while attending public and internal business meetings as a leader and participant requires sustained attention to comprehend and interpret information and to contribute effectively to a variety of complex initiatives and concerns. These activities consume twenty five percent of the available time.

The requirement to read, comprehend and respond to a variety of correspondence demanding different levels of interpretation and levels of response, consume twenty five percent of the available time.

(13) Psychological/Emotional Effort

Psychological/emotional effort is needed to remain impartial and composed when dealing with conflicts and disagreements in discussions with Harbour Authorities, community representatives, user groups and contractors to obtain and exchange information regarding operational issues or enforcement and safety incidents. Due to the sensitivity of the commercial fishing industry, sometimes emotions can run high and there is little or no control over the number of clients, duration and frequency of incidents or how individuals choose to express their emotions. Enforcement activities can be very sensitive and may result in a very emotional or hostile reaction and interaction from those involved. Where clients believe that their livelihood is being threatened, there are strong emotional reactions and persons tend to act first and think of the consequences later. Every incident must be assessed independently and the incumbent has no way of predetermining public or individual reaction to enforcement interventions. Diplomacy is required often to deflect criticism directed at other programs and to avoid disclosing confidential information.

Psychological/emotional effort is required to deal factually and promptly with sensitive, highly political and controversial issues relating to the development, management and enforcement of the Small Craft Harbours program and to respond to questions presented by representatives of industry related organizations or their legal representatives who have concerns with decisions rendered and other issues, and to explain and defend political and departmental direction, policies and regulations. In many instances, the information that the incumbent is dealing with is very politically sensitive. The interaction with Harbour Authorities, fishing industry representatives, project committees, partners and stakeholders, task groups or individuals creates considerable psychological and emotional pressure due to strong and varied points of view and opposing positions. Individuals making requests in person or by telephone, or in reaction to information provided that is in opposition to their position, can become hostile, abusive, threatening, or very emotional; under these circumstances, it is necessary to keep a professional composure, be empathetic but not become emotional, and bring the issue and conversation to a fruitful resolution. Considerable judgement is required to assess and analyze situations and quickly respond with appropriate solutions to address issues, which causes psychological pressure.

(14) Physical Effort

On a daily basis, the work involves long periods of sitting to read a variety of hard copy and electronic information, to operate a personal computer and to analyze problems and offer suggested solutions.

On a frequent basis, the work involves visiting harbour locations where construction activity is occurring, climbing on and off vessels, wharves and harbour facilities to carry out facility inspections. This requires the provision of protective and safety equipment including safety boots, life jackets, gloves and hard hats.

There is a weekly requirement to attend meetings and stand for long periods of time in directing discussions or to sit for extended periods recording information.

There is a frequent requirement to visit remote harbour locations and communities to attend meetings. This involves prolonged periods of driving alone and sitting in one position, as well as a requirement to travel on helicopters, small planes and vessels.

The work requires stamina and concentration to work extended and irregular hours to meet operational demands and accommodate client needs.

Working Conditions

(15) Work Environment

Psychological Work Environment:

The work is performed in both an office and external environment. There is a continuous requirement to deal with imposed deadlines from the completion of reviews, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, and politically sensitive issues associated with programs and policies.

The work involves attending on site meetings at many varied locations with community groups, Harbour Authorities, and the general public several times a week, many of which are of a sensitive nature and pose a requirement to deal with angry, distressed, and confrontational people in enforcement situations.

Physical Work Environment:

The work involves continuous exposure to noise and frequent interruptions from staff, callers, and visitors, as well as exposure to glare from computer monitors during long periods of keyboarding. The work also involves continuous exposure to harbour and construction sites. The on site work involves continuous exposure to inclement weather, extremes of heat and cold, dust, fumes and noise. Occasionally there is a requirement to climb ladders, board vessels and walk over rough terrain in all weather conditions. There is a requirement to wear safety and protective clothing when visiting construction sites and inspecting harbour facilities.

There is a frequent requirement to work unpredictable and uncontrollable hours to deal with time lines imposed by third party meetings and/or locations. The work involves attending occasional meetings in

sometimes remote harbour locations. Many incidents result from extreme weather conditions and must be inspected and resolved during the event.

The work requires extended periods of driving alone, and in all weather conditions, both day and night.

(16) Risk to Health

Repeated travel on a weekly basis involves driving a vehicle for extended periods of time, often to remote locations during inclement weather and on sub-standard road conditions, causes muscular pain in the back and shoulders, eye strain and fatigue and increases the risk of highway accidents.

Daily exposure to continuous meetings and phone calls, imposed deadlines, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, politically sensitive issues, and uncontrollable hours cause high stress levels that can lead to severe psychological and physical problems.

Visiting remote harbour locations alone and carrying out inspections of unsafe and derelict harbour infrastructure poses a risk to personal safety.

The office work environment is characterized by occasional visits from angry, distressed and confrontational individuals or groups of people that sometimes take over the office for extended periods of time. The unpredictability of this type of working environment leads to stress and anxiety, as such disruptions affect imposed deadlines and client service and increases the possibility of physical confrontations.

There is occasional exposure when confronting individuals or groups of people to carry out enforcement roles. This type of work leads to stress and anxiety, as often such individuals are agitated, threatening and confrontational, and poses the risk of physical harm.

The frequent use of finger and wrist muscles to enter data on a computer keyboard and produce correspondence, reports, environmental screening, contribution documents, can cause muscular pain.

**WORK DESCRIPTION***RELATIVITY***0000001048****Bungay Wayne****Program Officer**

Department/Agency:	Department of Fisheries and Oceans
Section:	
Division:	
Branch:	Small Craft Harbours
Geographic location:	Grand Falls-Windsor (Nfld.)
Security clearance	
Language requirements:	English Essential
Departmental use:	

Immediate supervisor:	Area Chief (0000001044)
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Version: Draft	Date last updated: 2000-2-3
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Classification:**Effective Date of Decision:****Model identifier:**

Client-Service Results

Program initiatives and advisory services related to the maintenance, operations, and management of harbours in an assigned geographic area to fishing industry stakeholders, the general public, and SCH regional and area personnel.

Key Activities

- X Supports the implementation of national and regional policy, procedures, management and budgetary control for a system of commercial fishing harbours in an assigned geographic area.
- X Delivers DFO's Harbour Authority initiative for all commercial fishing harbours through the establishment of Harbour Authorities.
- X Coordinates and provides training for Harbour Authorities.
- X Makes recommendations to Harbour Authorities on issues beyond their realm of expertise including legal, business, financial, management, operational, and enforcement issues, and on harbour maintenance and development.
- X Monitors the operations of Harbour Authorities to ensure compliance with the terms and

Conditions of their lease agreement for harbour management and determines needed interventions and strategies.

• Conducts financial, operational, and environmental reviews of the operations of Harbour Authorities and recommends appropriate actions.

• Provides consulting/advisory services to Harbour Authorities concerning their roles in the management and operations of harbours and gives direction to Ministerially appointed Harbour Managers.

• Negotiates and approves individual Harbour Authority business plans and budgets, and provides specific advice regarding financial statements and business proposals for projects.

• Negotiates, drafts and issues licences to all commercial harbour users in DFO managed harbours.

• Participates in the negotiation of leases to commercial/industrial users of DFO managed property in scheduled harbours.

• Assists the Area Chief in the implementation and management of Small Craft Harbours maintenance and development program.

• Undertakes management and enforcement activities associated with the operation of real property and facilities.

• Provides recommendations to the Area Chief on the divestiture of commercial fishing harbours not intended for harbour authority management, and on facilities administered by Harbour Authorities but surplus to the fishing industry needs.

• Identifies real property requirements and recommends the acquisition to the Area Chief as needed for the management and operation of commercial fishing harbours.

• Identifies the need for and produces Environmental Screening and Assessment Reports for projects in accordance with the Canadian Environment Assessment Act.

Employee's statement:

I have been given the opportunity to comment on this work description.

Employee's signature

Date

Supervisor's statement:

This work description accurately describes the activities and demands of the position.

Supervisor's signature

Date

Authorization:

Manager's signature

Date

Work Characteristics



(1) Information for the Use of Others

Provides information and advice to various fishing industry stakeholders, politicians, the general public with respect to the Small Craft Harbours program and policies to assess the impact and to develop options for future harbour management.

Provides advice, guidance and recommendations to area management on management, operations, and maintenance of public harbours to assess the impact and feasibility of various harbour management, operations, and development options. Makes specific recommendations that can affect the livelihood of individual fishers and coastal communities, and impact on fish handling/processing facilities.

Provides advice and disseminates information to incorporated Harbour Authorities, and applies methodologies and standards in such matters as business planning, revenue generation, financial and resource planning and management, tax provisions and reporting requirements, property management, legal and enforcement issues, environmental practices and compliance, liability insurance, legislative obligations, technical matters such as construction standards, specifications and techniques, and administrative matters such as tendering, procurement, contracting for services, inventory control, computer operations and human resource practices to ensure successful operation and economic sustainability.

Gathers, synthesizes, and produces draft ministerial correspondence from a complex variety of information for the Area Chief to respond to specific inquiries directed to the Minister's office.

Researches socio-economic and environmental background information and produces environmental assessment reports for the Area Chief for the approval of projects to ensure compliance with the Canadian Environmental Assessment Act. The reports as approved by the Regional Director are made available for public perusal and critique through the national Habitat Referral Tracking System.

Provides technical advice and assistance to individuals, Harbour Authorities, groups, and the fishing industry on construction and repair projects being considered for structures administered by the Department. This can involve breaking down complicated construction and permitting processes into simpler operations, and is necessary to give Harbour Authorities, individuals, and groups the knowledge and skills they require to successfully complete projects to established regulations, codes, and standards.

(2) Well-Being of Individuals

There is no specific requirement for this.

(3) Leadership of Human Resources

Leads and coordinates multi-disciplinary groups and agencies in meetings, working groups and projects to provide information on programs and policies, and to develop overall management and business plans. Guides incorporated Harbour Authorities in human resource planning including the recruitment of volunteers, students and employees, and consultants required to support the Harbour Authority program. This includes developing work plans and priorities, proposing terms of reference,

evaluating performance and creating alternate plans to accomplish objectives. This is a shared responsibility.

Conducts initial training of new Harbour Authority directors and members on such matters as corporate structure and bylaws, business, accounting, legal, and administrative matters associated with the operation of a Harbour Authority.

Conducts initial training of new persons in the Branch on such matters as corporate structure, administrative practices, business, operational and legal issues associated with the Small Craft Harbours program. This is a shared responsibility.

Provides management and operational guidance and training in accounting principles and procedures to incorporated recipient groups that have assumed responsibility of Federal harbours formerly under government jurisdiction. This is a shared responsibility.

Assigns and manages the work of Harbour Managers and Enforcement Officers through the development of work plans, performance reviews, and the determination of remuneration for services rendered. This is a shared responsibility.

Facilitates and chairs public meetings in communities to establish Harbour Authorities. Explains the management and operational concepts of Harbour Authorities including departmental and Harbour Authority responsibilities.

Guides incorporated Harbour Authorities in the development of a management plan which includes work plans, revenue generation, and maintenance and services programs. This is a shared responsibility.

(4) Money

BUDGETING

Participates in aspects of budget preparation and management including providing recommendations for the Area budget, providing financial advice and making recommendations for prioritization of projects, including cost benefit and risk analyses. Plans, costs and budgets for harbour operations and maintenance activities. On an ongoing basis monitors project status; reallocates funds within budget to compensate for changes; and conducts financial planning, forecasting and reporting. Provides advice and recommendations to incorporated harbour authorities and recipient groups on preparing and managing operational budgets to ensure their successful operation and long term sustainability.

MANAGING MONEY FLOW

Determines and negotiates commercial lease and licence annual rents with private commercial operators based on Treasury Board guidelines and market value appraisals. Monitors and tracks commercial leases and licences issued and payments received, advises the Area Chief on outstanding accounts and takes the appropriate enforcement action. Solicits financial contributions from other Federal, Provincial, and private sources for cost-shared projects with incorporated harbour authorities and recipient groups to reduce the demand on Small Craft Harbours budget. Provides advice and recommendations to incorporated harbour authorities on devising service fee schedules, determining commercial sub-lease rent and licence fees, and collection of accounts based on specific site and local market conditions and knowledge of other harbour operations.

SPENDING

Identifies, tenders, awards and administers maintenance and service contracts within allocated budget.

Awards contracts, verifies goods and or services are received and approves progress claims and final invoices for payment. Commits funds and recommends paying out funds under contractual agreements. Purchases goods and services using government credit cards issued in incumbents' name and accounts for all expenditures. Provides advice and recommendations to incorporated harbour authorities and recipient groups on tendering and contracting for goods and services, processing claims and invoices, and auditing requirements.

(5) Physical Assets and Products

Operates and provides minor maintenance of real property, harbour infrastructure and related equipment used by the commercial fishing stakeholders and the public in harbours that are managed directly by Small Craft Harbours, and minor maintenance at those sites under lease to Harbour Authorities. These assets are extremely valuable and very difficult to replace due to budget limitations and program inflexibility due to commitments to other projects.

Takes temporary custody of, and protects seized evidence gathered during investigations, to be used by the Crown during prosecution. This time sensitive evidence cannot be replaced.

Operates and maintains assets included in own work such as a government vehicle, personal computer, cellular telephone, office furniture, files, supplies, and software. With the exception of the vehicle these assets are not used by other staff and can be replaced, but at a considerable cost.

(6) Ensuring Compliance

As an enforcement officer pursuant to the Fishing and Recreational Harbours Act and Regulations, conducts routine inspections of harbour usage including that of fishers, commercial operators, lessors, and the general public to ensure compliance with regulations related to real property and environment issues, in order to ensure the safety of all harbour users and the general public and to protect the environment and harbour infrastructure. Compliance and enforcement activities are performed by examining a wide range of various options and statutes available to determine the most appropriate course of action. Duties require examining complaints, taking evidence, issuing warnings and recommending whether to pursue prosecution, and providing sworn testimony. Responsibility is shared and may require supervisor and senior management involvement.

Conducts on-site reviews and evaluations of Harbour Authorities' business and real property management practices to ensure compliance with and enforcement of the Fishing and Recreational Harbours Act, and the Small Craft Harbours' lease in order to protect the interests of the general public and fishing industry stakeholders in terms of safety and non-discriminatory public access. Depending on the degree of non-compliance, using own judgement and established precedents and practices, negotiates corrective action. Consults with supervisor regarding difficult situations.

Conducts on-site reviews to ensure Harbour Authorities are in compliance with the Provincial Labour Act, Worker's Compensation Act, Canada Corporation Act, Revenue Canada Taxation re: employee benefits and Harmonized Sales Tax. Negotiates compliances schedules and implementation of corrective action for violators using own judgement, precedents, and established practices. This is a shared responsibility.

Ensures that minor maintenance activities comply with the Canadian Environmental Assessment Act, Fisheries Act, Navigable Waters Protection Act, and provincial environmental regulations. The responsibility is shared. Failure to ensure compliance could result in legal action being initiated against

the Crown and/or incumbent.

Conducts Environmental Screenings on lease agreements with Harbour Authorities and the fishing industry or other users of federal property to ensure compliance with the Canadian Environmental Protection Act.

Skills

(7) Job Content Knowledge

Knowledge of negotiation principles and techniques and practices to effectively conclude initiatives and agreements with clients.

Knowledge of principles, practices, and techniques of leadership to effectively provide and coordinate the efforts of diverse groups towards common goals.

Knowledge of problem solving techniques with an ability to analyze issues and develop innovative and viable solutions is required when investigating problems and advising Harbour Authorities on property management, business and legal issues.

Knowledge of enforcement including investigative techniques and legal processes associated with the application of the Fishing and Recreational Harbours Act and Regulations, maritime, contract, tort and common law is required to carry out enforcement duties, investigate claims against the Crown and to provide specific advice to Harbour Authorities, the general public and management on land control and enforcement issues.

Knowledge of the principles and practices associated with real property management as it relates to custodial Federal property, including legal, administrative, and management techniques, procedures, and responsibilities is required to effectively operate harbours and to provide specific advice to Harbour Authorities.

Knowledge of real property acquisition and disposal methods including legal and property terminology; methods and procedures and the ability to read and interpret survey plans, deeds and descriptions in order to address client and legal requirements for management of harbours and implementation of construction projects.

Knowledge of harbour standards, regulatory requirements, facility inspection techniques and construction methodologies, including the ability to read and interpret construction drawings and specifications in order to analyze situations and provide advice to Harbour Authorities, management, contractors, consultants and regulatory agencies. Knowledge of project management, planning, implementation, critical time line analysis, negotiation approaches, and report writing to manage a minor maintenance program.

Knowledge of principles, practices, authorities and accountabilities of the financial process for budgeting, managing money flow, and expending funds for goods and services, and to exercise financial control over allocated budget.

Knowledge of financial review procedures, standards, and reports to conduct reviews of Harbour Authority activities.

Knowledge of financial accounting systems, including payroll taxation remittance procedures to train Harbour Authorities in accounting practices and record maintenance.

Knowledge of various options of revenue generation is required to advise Harbour Authorities on becoming financially viable businesses..

Knowledge of computer software, the internet and data entry programs, in order to gather information, prepare correspondence, produce reports and input data.

Knowledge of communication practices and techniques to prepare public presentations and written reports.

Knowledge of methods, techniques and practices required to conduct environmental screenings and assessments to ensure program compliance with federal and provincial environmental legislation.

Knowledge of inventory control and accountability standards to ensure asset utilization is managed and used for its intended purpose.

Knowledge of investigative techniques to ensure enforcement and evidence gathering procedures are conducted correctly and legally.

(8) Contextual Knowledge

WORK UNIT

Knowledge of the mandate and priorities of Small Craft Harbours' related to safety issues, harbour development and the reduction of operating expenditures through major devolution exercises and new business arrangements with clients through the Harbour Authority initiative.

Knowledge of administrative procedures and budgeting processes are required to deliver the maintenance/construction and operations program through a variety of initiatives.

Knowledge of the respective roles of regional staff on all management and operational issues is important in developing effective working relationships and providing a unified approach to issues.

Knowledge of collective agreements, travel directives, standards, procedures, guidelines and unit culture to conform to established practices.

Knowledge of the regional protocols respecting the media to ensure that the region conveys accurate information..

DEPARTMENT

Knowledge of the structure, roles, functions and responsibilities of the department, its objectives and priorities in support of the departmental vision and oceans strategy initiative in order to provide informed advice and recommendations to Harbour Authorities.

Knowledge of departmental policies, contacts and points of reference is required in order to understand changes within the fishing industry that will impact on the Small Craft Harbours' mandate and program initiatives.

Knowledge of the interaction between branches such as finance, communications, personnel, informatics, contracting, habitat management, and their advisors and directors to ensure contact is made with the person(s) responsible for any particular component of an initiative to ensure information

is resolved in a timely manner.

OTHER DEPARTMENTS

Knowledge is required of the roles and responsibilities of other Departments and their mandates, organizational structures, programs, culture, policies and regulations including Public Works and Government Services Canada and Treasury Board of Canada for administering minor maintenance projects; Industry Canada in terms of the creation and incorporation of Harbour Authorities; and other Departments such as the RCMP, Environment Canada, Transport Canada, Revenue Canada Taxation for enforcement and regulatory issues.

Knowledge of Human Resources Development Canada programs is required to access financial and human resources to assist in furthering the aims of Harbour Authorities through the development of partnership arrangements.

CANADIAN PRIVATE AND OTHER PUBLIC SECTORS

Knowledge of the roles, responsibilities, and programs of provincial departments, municipal governments and officials to provide assistance and consultation on the Harbour Authority and divestiture initiatives.

Knowledge of the political, cultural, and socio-economic status of the communities in the assigned portfolio to facilitate in the planning for the implementation of a Harbour Authority or divestiture initiatives, and for ongoing service delivery.

Knowledge of local politicians, special interest groups and the identity of community leaders to seek and provide consultation on program issues.

Knowledge of the trends and developments in the fishing industry that will impact on the Small Craft Harbours' initiatives, in order to forecast changes in the management options and levels of service required for commercial fishing harbours.

LEGISLATION/REGULATIONS

Knowledge of the content and underlying principles and intent of the following Acts and Regulations, as they apply to management and operation of real property and facilities, and to be able to minimize risks and to formulate a due diligence legal defence in the event of a personal prosecution for violations of specific statutes and against civil suits:

Fishing & Recreational Harbours Act and Regulations

Fisheries Act

Oceans Act

Financial Administration Act

Treasury Board Regulations

Canadian Environmental Protection Act

Canadian Environment Assessment Act

Criminal Code of Canada

Navigable Waters Protection Act

Canada Business Corporations Act

Canada Labour Code and Regulations

Federal Real Property Act and Regulations

National Building Code of Canada

National Fire Code of Canada

Canada Shipping Act

Small Fishing Vessel Regulations

Various provincial acts and regulations

(9) Communication

COMMUNICATION OUT:

Presentation and public speaking skills are required when articulating policy information, reports, and recommendations to fishing industry stakeholders and public clients and in the formation of Harbour Authorities. This often requires interpreting policy in order to present arguments and dissuade individual biases as well as explaining and altering specialized legal and technical terminology so that it can be fully comprehended by various audiences.

Verbal and presentation skills are required to negotiate leasehold interests with incorporated groups and commercial operators. This requires skill in interpreting Treasury Board guidelines and explaining specialized legal terminology in order that information can be fully comprehended by the lessee. This requires skill to negotiate and persuade the lessee with respect to specific clauses in the lease, lease boundaries, and lease rates.

Writing skills are required to prepare correspondence to clients and to prepare various reports, draft ministerial correspondence and fact sheets. This requires skill in interpreting information and explaining complicated and sensitive issues.

Verbal skills are required to present the assigned functions in the wide ranging consultations with client groups, regional officials, and other government departments to explain policies, priorities and activities, negotiate issues, obtain input and gain agreement and cooperation to handle sensitive situations. Depending on the client groups, the message must be altered and simplified in order to be understood and effective.

Written and verbal skills are required to provide information to various fishing industry stakeholders, politicians, and the general public with respect to the Small Craft Harbours program and policies. This often involves explaining complicated policies, procedures, and standards which involves transforming information into alternate terms in order that it can be fully understood by a varying audience.

Verbal, written, and presentation skills are required to train incorporated Harbour Authorities in such matters as business planning, revenue generation, financial record keeping, and technical matters such as construction standards, specifications, tendering. This involves breaking down complicated financial and construction processes into simple, understandable steps and is necessary to give Harbour Authorities the knowledge and skills they require to develop and maintain good financial and construction practices.

COMMUNICATION IN:

Listening skills to interpret inquiries from clients who have difficulty understanding program related issues to determine their exact requirements and providing them the correct information. Observation skills to read between the lines when conducting public information sessions and to adjust delivery to the respective mood of the audience. Reading skills to gather and synthesize information written in legislative and regulatory language to draft responses to people having different requirements and levels of interpretation. Reading skills to digest information and demands from groups or individuals and review proposed responses to ensure that they contain accurate information.

(10) Motor and Sensory Skills

In the course of travel and performance of duties, there is a requirement for dexterity and coordination to embark and disembark vessels, and land vehicles while carrying equipment, and to inspect harbour infrastructure under unsafe conditions due to climate conditions, unsafe structures, and slippery conditions cause by the marine environment.

Manual dexterity and coordination skills are required for the daily operation of a computer keyboard in the preparation of correspondence, reports and inputting data. Dexterity is required to operate other office equipment such as photo copiers, fax machines and cellular telephones.

Physical dexterity, hand-eye coordination and concentration are required to drive land vehicles on a daily basis, often in inclement weather, poor road conditions, and during darkness.

A keen sense of smell is occasionally required to observe and address operational risks or compliance problems with respect to combustible or hazardous substances.

Effort

(11) Intellectual Effort

Applying strategies, practices and approaches to govern the negotiation and consultative processes with fishing industry stakeholders and the public involved in the implementation of the Harbour Authority policy. The work is performed under departmental time line pressures to achieve imposed goals, and involves dependence on other government departments and agencies, client pressures for information, conflicting stakeholders interests and changing policy interpretations.

Analyses and evaluates the associated business and operational plans of the established Harbour Authorities to evaluate their effectiveness from a management, operational, business, and legal perspective and implementing corrective measures through consultation or direct intervention. This work is performed under time line pressures imposed by the department, individual biases against the department, and client reluctance to change or comply with directives.

Negotiates the resolution of differing interpretations as they arise in the administration of harbour authorities, including enforcement procedures, data collection, and collection of revenues from fees and services. The work is occasionally performed without the benefit of established practices and precedents and without the availability of human resources required to meet imposed goals and deadlines.

Intellectual effort must be applied in the management of a minor maintenance program to analyze requirements for program expenditures, prioritize project requests for funding, and for the preparation of project proposals, plans and specifications. The work is performed under time line pressures imposed by the department and clients, weather and climatic conditions, and the dependence on other government departments and agencies. There is a constant requirement to analyze an on-going number of project requests to seek or create solutions from a large number of options, and to make funding recommendations with limited program funding.

Develops strategies and options unique to each situation in order to conduct sensitive negotiations with client groups regarding the management and the identification and initiation of divestiture of real property. The work is performed under departmental time line pressures to achieve imposed goals, dependence on other government departments and agencies, client pressures for information and legal interpretations, conflicting stakeholders interests, and negative public opinion against overall government fiscal restraint and perceived downloading policies.

Analyzes requirements for harbours and facilities in communities, judges and assigns relative priorities and develops short and long-term construction, maintenance and operational programs. Recommendations and decisions consider competing interests for limited funding, feasibility of proposals from harbour users, communities, environmental, economic, social and political consequences, and conflicting needs or demands of user groups.

Make decisions on short term harbour maintenance program requirements. Decisions must consider safety issues and associated priorities, the impact on communities, harbour users, and the fishing industry.

(12) Sustained Attention

The work requires long periods of sustained attention when operating a motor vehicle in order to concentrate on the road while driving under stressful factors such as wildlife, night driving, and adverse weather conditions. There are frequent interruptions with calls from cellular telephones which increase the risk of accidents. This work takes up to twenty percent of the incumbent's time on an ongoing basis, due to the geographic size of the area of responsibility.

The requirement to sustain attention while attending public and internal business meetings as a leader and participant is required to comprehend and interpret information and to contribute effectively to a variety of complex initiatives and concerns. These activities consume twenty percent of the available time.

Long periods of sustained attention is required to review financial records where errors have occurred in order to locate and take corrective action. This activity consumes five percent of available time.

(13) Psychological/Emotional Effort

Psychological/emotional effort is needed to remain impartial and composed while providing information services to irate clients who are objecting to decisions. There is no control over the number of clients or how they will choose to express their anger.

Psychological/emotional effort is needed to remain impartial and composed while carrying out enforcement duties involving upset clients who are not in compliance with the law. There is no control over the number of clients or how they will choose to express their anger.

Psychological/emotional effort is required to put aside personal beliefs and maintain composure when articulating, defending and implementing views that may not be one's own. There is little or no control over the duration and frequency of incidents.

Psychological/emotional effort is needed to meet work requirements that entail frequent absences from home and family with very little control over the occurrence, duration, and frequency.

(14) Physical Effort

On a daily basis, the work involves long periods of sitting to read a variety of hard copy and electronic information, to operate a personal computer and to analyze problems and offer suggested solutions.

On a frequent basis, the work involves visiting harbour locations where construction activity is occurring, climbing on and off vessels, wharves and harbour facilities, walking over uneven and slippery surfaces to carry out facility inspections. This requires the provision of protective and safety equipment including safety boots, life jackets, gloves and hard hats.

There is a weekly requirement to attend meetings and stand for long periods of time in directing discussions or to sit for extended periods recording information.

There is a frequent requirement to visit remote harbour locations and communities to attend meetings. This involves prolonged periods of driving alone and sitting in one position, as well as requirement to travel on helicopters, small planes and vessels.

The work requires stamina and concentration to work extended and irregular hours to meet operational demands and accommodate client needs.

The work requires the occasional lifting and carrying of heavy loads such as construction materials and equipment such as motors, winches, and office equipment for a short distance.

Working Conditions

(15) Work Environment

The work is performed in both an office and external environment. The work involves continuous exposure to noise and frequent interruptions from staff, callers, and visitors, as well as exposure to glare from computer monitors during long periods of keyboarding. There is a continuous requirement to deal with imposed deadlines from the completion of reviews, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, and politically sensitive issues associated with program policies.

The work involves attending on site meetings at many varied locations with community groups, Harbour Authorities, and the general public several times a week, many of which are of a sensitive nature and pose a requirement to deal with angry, distressed, and confrontational people.

The work also involves continuous exposure to harbour and construction sites. The on site work involves continuous exposure to inclement weather, extremes of heat and cold, dust, fumes and noise. Occasionally there is a requirement to climb ladders, board vessels and walk over rough and slippery

ten in all weather conditions. There is a requirement to wear safety and protective clothing when visiting construction sites and inspecting harbour facilities.

There is a frequent requirement to work unpredictable and uncontrollable hours to deal with time lines imposed by third party meetings and/or locations.

The work requires extended periods of driving alone, and in all weather conditions, both day and night.

(16) Risk to Health

Repeated travel on a weekly basis involves driving a vehicle for extended periods of time while exposed to wildlife on highways, inclement weather and on sub-standard road conditions, often in remote locations. This activity may cause muscular pain in the back and shoulders, eye strain, and fatigue, and increased risk of highway accidents.

Daily exposure to continuous meetings and phone calls, imposed deadlines, multiple and conflicting demands for service and advice, heavy and unpredictable workloads, politically sensitive issues, and uncontrollable hours cause high stress levels that can lead to severe psychological and physical problems.

Visiting remote harbour locations alone and carrying out inspections of harbour structures and structurally unsafe facilities poses a risk to personal safety.

The office work environment is characterized by occasional visits from angry, distressed and confrontational individuals or groups of people. The unpredictability of this type of working environment leads to stress and anxiety, as such disruptions affect imposed deadlines and client service and increases the possibility of verbal confrontations.

There is occasional exposure when confronting individuals or groups of people to carry out enforcement roles. This type of work leads to stress and anxiety, as often such individuals are agitated, threatening and confrontational, and pose the risk of physical harm.

The frequent use of finger and wrist muscles to enter data on a computer keyboard and produce correspondence, reports, environmental screening, and contribution documents, can cause muscular pain.

The external work environment is characterized regularly by exposure to angry, distressed, and confrontational individuals and groups at meetings, and during on-site visits to harbours. The unpredictability of this type of working environment leads to stress and anxiety as often such individuals or groups are agitated, threatening and confrontational, and pose the risk of physical harm.

RATIONALE — Program Officer

Position Number: 1046, 1047, 1048, 22172, 1056, 21019
Position Title: Program Officer
Branch/Division/Section Small Craft Harbours
Region: Newfoundland
Location: Various
Supervisor: Area Chief
Supervisor's Position #: Various
Supervisor's Level: PM-05

Background:

The subject position (SP) was last reviewed in 1994, which resulted in reclassification of the position from PM-02 to PM-03.

Consultation with the Director, SCH, the three Area Chiefs and the six incumbents of the Program Officer positions (February 1, 2001) suggests that the job has changed significantly. While the core duties of the position remain substantially the same, responsibility has expanded in several areas coincident with the government-wide emphasis on issues such as Occupational Safety and Health, and, Environmental Protection. In terms of occupational safety and health, the SP is now responsible not only for ensuring that good safety practices, are followed (i.e. inspection) but that local stakeholders (i.e. Harbour Authorities, Harbour Masters, harbour users, etc.) adopt a proactive "safety culture". Influencing the existing attitudes requires persuasion, education and co-operation. The responsibility for safety, as well as maintenance, was previously delegated to PWGSC. In the area of environmental protection, Program Officers are now responsible for identifying, encouraging and fostering concepts such as recycling and "first response". Perhaps the area of greatest change in the Newfoundland Region, is related to the growing maturity of the Harbour Authorities concept. This concept was first introduced approximately 1991; however, it is only in recent years that it is realizing its' full potential. Harbour Authorities have grown in number to 143 and are expected to further increase to approximately 300.

The expanded Program Officer role dictates that incumbents serve as counsellor and advisor to Harbour Authorities in terms of strategizing appropriate harbour construction, maintenance and development, in consideration of competing interests for limited funding, feasibility of proposals from harbour users and communities, as well as environmental, economic, social and political consequences. The Program Officer then acts as liaison/advocate/negotiator/departmental representative for proposals, making verbal and written presentations to the Area Chief or to other government departments (i.e. ACOA, PWGSC, HRDC and Industry Canada) for funding and/or labour (Area Chiefs confirm that Program Officers have been delegated responsibility for direct negotiations with OGDs.).

In real terms, advice and counsel might take the form of:

- Recommendations/decisions to create a Harbour Authority in one community versus other contiguous communities, the effect of which is to draw marine/economic activity to the site as a result of the improved infrastructure, and, to create employment needed

to maintain that infrastructure. Such decisions are politically and economically sensitive in that communities compete for limited infrastructure;

- negotiating with other Branches of DFO to allow Harbour Authorities to adopt new/innovative initiatives such as contracting local fishers to place and remove aids to navigation, or, to acquire "spill booms" to allow members of the community to clean up small spills of hazardous waste - impact on employment, environment and limited departmental resources; or,
- recommending wharf extensions which allow larger/foreign vessels to use the harbour facilities, which in turn brings monies to the community, not only in terms of berthage fees, but also to local retailers (i.e. purchases of gas and supplies, repairs, hotels, etc.).

The foregoing examples are representations only, not an exhaustive list, of a wide variety of activities in which the Program Officer may be involved. The social and economic advantages to Newfoundland outport communities impacted by the loss of the Northern Cod fishery and the resulting out-migration of residents must be considered significant.

In the context of the PM Classification Standard, this expanded role increases the requirement for General Administration Knowledge, and results in a positive change to the Nature of Responsibility for the Contacts Factor.

Category Allocation:

Administrative & Foreign Service

Category definition (occupational groups engaged in planning, execution, conduct and control of programmes serving the public interest and the requirements of internal management in the Public Service of Canada); and Inclusion # 2 in that the SP is responsible for providing program support and advice related to the maintenance, operation and management of harbours.

No exclusions apply.

Group Allocation:

Programme Administration

Group definition (i.e. The planning, execution and control of programs directed toward the public) and Inclusion # 1.

No exclusions apply.

Knowledge	C2	224	
<ul style="list-style-type: none"> Program & Specialized Technical 			
<p>The work requires knowledge of a variety of acts and regulations including the Fishing and Recreational Harbours Act, Canada Business Corporations Act, Fisheries Act as well as the principles, practices and techniques relating to various rules and procedures i.e. budgeting, accounting systems, real property acquisition and disposal, leases, facility inspection and maintenance techniques and practices, construction methods, revenue generation and control, and assets management.</p> <p>> BM 28, District Licensing Administrator at degree B</p> <p>< BM 9, Advisory & Monitoring Officer at degree D, in that the BM requires knowledge of Excise Tax Act and regulations, Bankruptcy Act and various federal and provincial statutes to develop operational policies, directives and provide guidance to regions. A knowledge of revenue accounting and auditing techniques, systems, procedures and practices is required to develop/adapt systems and procedures in response to legislative changes.</p> <p>= BM 17, Benefit Programs Officer at degree C</p>			
<ul style="list-style-type: none"> General Administration 			
<p>The work requires knowledge of administrative procedures such as tendering, procurement, contracting for services, inventory control, computer operations and human resources practices to administer maintenance and service contracts and to provide advice and guidance to Harbour Authorities, Harbour Managers and Enforcement Officers.</p> <p>> BM 17, Benefit Programs Officer at degree 1, in that the BM only requires knowledge of financial authorities governing travel, printing and publications.</p> <p>< BM 2, Airport Manager, Victoria at degree 3, in that the BM requires knowledge of various administrative practices and procedures to manage the operation of a major airport, a staff of 34 through 3 subordinate supervisors and 21 contracted employees (who provide maintenance and security support).</p>			
Decision Making	B2	146	
<ul style="list-style-type: none"> Scope 			
<p>Decisions and recommendations are made with respect to maintenance, operations and management of harbours within established guidelines. Advice and guidance is provided to Harbour Authorities, area management and fishing industry stakeholders. Initiative and judgement are required to resolve disputes between Harbour Authorities and harbour clients over service and maintenance issues and to intervene in the operation of Harbour Authorities in cases of non-compliance with the terms and conditions of their agreement.</p> <p>> BM 28, District Licensing Administrator at degree A</p> <p>< BM 2, Airport Manager, Victoria at degree C</p> <p>= BM 17, Benefits Program Officer at degree B</p>			
<ul style="list-style-type: none"> Impact 			

<p>Decisions and recommendations impact on the effectiveness of harbour operations and the levels of service to harbour users in the area.</p> <p>< BM 8, Chief, Passenger Terminal Operations at degree 3</p> <p>= BM 17, Benefit Programs Officer at degree 2</p>			
Operational Responsibility	C	40	
<p>The work requires assessing the effectiveness of harbour operations, providing advice and guidance to Harbour Authorities, identifying areas of concern and providing training when necessary. It also involves recommending procedural and policy changes to the Area Chief or SCH Regional Managers when appropriate.</p> <p>> BM 28, District Licensing Administrator at degree B</p> <p>< BM 14, Regional Manager, Investigation and Control at degree D</p> <p>= BM 17, Benefit Programs Officer at degree C</p>			
Contacts	3	110	
<p>The SP consults with fishing industry stakeholders, officials of other government departments and with public clients to interpret and explain policies, to exchange information and to negotiate agreement and cooperation on sensitive political, economic and social issues.</p> <p>> BM 28, District Licensing Administrator at degree 2</p> <p>< BM 7, Tariff Classification Policy Specialist at degree 4, in that the BM has contact with business and trade associations to solicit their cooperation in order to develop Customs policy; with officers of the Department of Finance to negotiate new and amended tariff legislation and interpretations of considerable significance to Canadian industry; and, with Canadian and foreign manufacturers, importer and trade associations to determine the affects of new tariff items and ensure their feasibility prior to developing Regulations and guidelines for the implementation of changes to Customs legislation.</p> <p>= BM 2, Airport Manager at degree 3.</p>			
TOTAL	520	PM-04 (501 - 610)	

Rationale prepared by Fitzpatrick Consulting

Boudreau, Mireille

From: Boudreau, Mireille
Sent: Monday, December 17, 2001 2:02 PM
To: Hartinger, Lisa

Yarmouth *UR*

Importance: High
Sensitivity: Confidential

#1. Please pull the following 2 positions files, and set them aside with this email, as we will very soon be processing:

- changes in reporting relationships
- positions reclassifications PM-03 to PM-04:

<u>Vacant (ongoing competition):</u>	<u>Region:</u>	<u>New reporting Relationship to:</u>
27261	Maritimes	ENG-04 27831 Mike Britten (AD's Office org, Sydney, NS)
27262	Maritimes	ENG-04 27840 Vacant (AD's Office org, Yarmouth, NS)

The changes in reporting relationships and the position reclassifications are effective retroactive to the date that these Business Managers positions were created.
"AD" stands for "Area Director".

#2. Please pull the following 11 position files, and set them aside with this, as we will very soon be processing:

- changes in reporting relationships
- positions PM-03 to PM-04 reclassifications
- incumbent PM-03 to PM-04 reclassifications

<u>Incumbered posn:</u>	<u>Region:</u>	<u>Incumbent:</u>	<u>New reporting Relationship to:</u>
7805 13667	Gulf	A. Noel	ENG-04 27838 Vacant (AD's Office org, Tracadie, NB) -
13665	Gulf	J. Kelly	Stays PM-05 7388 Morrissey (AD's Office)
org, Ch'town, PEI)			
13666	Gulf	D. Thibodeau	Stays PM-05 7388 Morrissey (AD's Office)
org, Ch'town, PEI)			
13668	Gulf	R. Duplessis	ENG-04 27838 Vacant (AD's Office org, Tracadie, NB)
13669	Gulf	J. Garnett	ENG-04 27832 Vacant (AD's Office org, St. Andrews, NB)
13670	Gulf	T. Chiasson	ENG-04 27839 Vacant (AD's Office org, Antigonish, NS)
13671	Gulf	P. MacDonald	ENG-04 27839 Vacant (AD's Office)
org, Antigonish, NS)			
13672	Maritimes	W. Hall	ENG-04 27840 Vacant (AD's Office org, Yarmouth, NS)
13673*	Maritimes	A. Sweeney	ENG-04 27840 Vacant (AD's Office org, Yarmouth, NS)
13674*	Maritimes	W. Newman	ENG-04 27831 Mike Britten (AD's Office org, Sydney, NS)
20612	Maritimes	W. Malloy	ENG-04 27840 Vacant (AD's Office org, Yarmouth, NS)

(*I have 13673 and 13674 with me already.)

#2 is effective April 1, 2001.

SPECIAL NOTE:

i) We do classification actions for positions in the Gulf. You will be co-ordinating with our counterparts in the Gulf (Moncton, NB) - Patricia Gaudet is the HR Advisor 506-851-6960 (I can't recall her assistant's name). If the position files for the Gulf positions are not in our file room, they are likely with Pat in Moncton. We can still do the work from here and just send Pat the paperwork to file. We should co-ordinate with Pat of course.

ii) When we do this work (#1 & #2), I would like all the paperwork to be on each & every of the relevant position files ok. I'm putting the paperwork together, and we can get together

Jenkins, Anne

From: Boudreau, Mireille
Sent: Friday, December 21, 2001 1:07 PM
To: Hanlon, John; MacDonald, Donald; vanHelvoort, Gus; Britten, Mike; Surette, Tim; Hubbard, Gary; Rose, Carol Ann (FHM); Milner, Benson; Boucher, Rheal; Gaudet, Charles E (SCH); Gaudet, Sandra; Morrissey, Jim
Cc: Gaudet, Patricia
Subject: Bus Mngrs, SCH - position & incumbent reclasses

Importance: High
Sensitivity: Confidential

RECEIVED

JAN 10 2002

HUMAN RESOURCE OPERATIONS

BusMngrsReclasses-N
arrAssess.d...

Antigonish:

John and Donald.

Thank you for your paperwork for the position reclassifications and incumbent reclassification of your Business Managers, Paul MacDonald and Ted Chiasson. You're all set.

Sydney:

Gus and Mike.

Thank you for your paperwork for the position reclassification of your Business Managers positions. Please prepare the attached narrative assessment template for Bill Newman. This is for the incumbent reclassification portion. I'll await same. Please contact me if you need assistance. Thank you.

Yarmouth:

Tim and Gary.

I am awaiting your paperwork for the position reclassification of your Business Managers positions. In addition, please use the attached narrative assessment template for Bill Malloy, Bill Hall, and A. Sweeney. This is for the incumbent reclassifications portion. I'll await this too. Please contact me if you need assistance. Thank you.

St. Andrews:

Carol Anne and Benson.

I am awaiting your paperwork for the position reclassification of your Business Manager position. In addition, please use the attached narrative assessment template for Joey Garnett. This is for the incumbent reclassification portion. I'll await this too. Please contact me if you need assistance. Thank you.

Tracadie-Shiela:

Rheal and Charlie.

I am awaiting your paperwork for the position reclassification of your Business Manager positions. In addition, please use the attached narrative assessment template for Ron Duplessis and Alain Noel. This is for the incumbent reclassifications portion. I'll await this too. Please contact me if you need assistance. Thank you.

Charlottetown:

Sandra and Jim.

I am awaiting your paperwork for the position reclassification of your Business Manager positions. In addition, please use the attached narrative assessment template for J. Kelly and Denis Thibodeau. This is for the incumbent reclassifications portion. I'll await this too. Please contact me if you need assistance. Thank you.

For Gulf Region, please note that I have Cc'd Patricia Gaudet, your HR Advisor. We are looking after these classification actions for Patricia.

**Happy Holidays everyone!
Mireille.**

Mrs. Mireille L. Boudreau, B.B.A.
HR Advisor - Conseillère en ressources humaines
Human Resources Branch - Direction des ressources humaines
Fisheries & Oceans Canada - Pêches et Océans Canada

P.O. Box 1035 C.P. 1035
176 Portland Street 176 rue Portland
Dartmouth, NS B2Y 4T3 Dartmouth, (N-É) B2Y 4T3
Phone: (902) 426-2761 Tél: (902) 426-2761
Fax: (902) 426-8910 Téléc: (902) 426-8910
Email/Courriel: BoudreauML@mar.dfo-mpo.gc.ca

DeForest, Janice

From: Beaubien-MacLean, Marguerite
Sent: Friday, November 23, 2001 11:28 AM
To: Hanlon, John; vanHelvoort, Gus; Rose, Carol Ann (FHM); Surette, Tim; Boucher, Rheal; Gaudet, Sandra; MacDonald, Roddie A
Cc: Boudreau, Mireille; Langille, Michelle; Gaudet, Patricia; Theriault, Serge; Colbert, Anne; DeForest, Janice; Smith, Heather
Subject: SCH Business Manager

As per Serge's e-mail to you of last week, the following is to confirm that the SCH Business Manager position will be reclassified PM-04 (based on relativity with Nfld). We have the HR request, but no signed WD's nor org charts. The org charts submitted with the request show the positions reporting to the old PM-05 and were unsigned. These need to be updated.

As for effective date, my understanding is that April 1 2001, is the suggested date, which coincides with the creation of the ENG-04 positions. (Given the changing role of the Chiefs - ENG -04, Serge put a case forward that the Business Managers now have a greater role and responsibility in negotiating with Harbour Authorities.).

We need confirmation of the effective date, signed WD's and org charts before proceeding with the reclassification of the positions. As well, please advise if any language or security requirements are to be changed. Once documentation received, TB 330's will be issued, with changes in reporting relationships amended, where required. As for the reclassification of the incumbents, we need a SOQ; however, in consultation with Mireille, suggest you use the SOQ that had been developed for the staffing of the vacant Business Manager and provide a written statement that incumbent meets all of the requirements as identified on the SOQ.

For any additional information, **please contact Mireille for Maritimes and Patricia for Gulf**. Mireille will look after the reclassification of all positions (Maritimes and Gulf) and the reclassification of the Maritimes region incumbents, while Patricia will look after the reclassification of the Gulf region incumbents. Old Chief PM-05 positions will be deleted once they are permanently vacated (do not show these on your org charts, exception PEI maybe).

Thank you for your patience...

Marguerite Beaubien-MacLean
Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Beaubien-MacLean, Marguerite
Sent: Wednesday, September 12, 2001 1:34 PM
To: Hanlon, John
Cc: MacDonald, Donald; Leblanc, Marie; Gaudet, Patricia; Theriault, Serge; Girouard, Maurice; Reedie, Penny; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheal; Gaudet, Sandra; Surette, Tim
Subject: RE: Job Description: Chief, SCH/Assets

I have asked Nfld to send me a copy of the WD . More often than not in cases like these, the duties/responsibilities and the organizational structure are different enough to warrant different classification decisions. We will compare both WD's when we receive Nfld's and advise you of our findings. In the interim, we will not issue the TB 330's.

Marguerite Beaubien-MacLean
Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Hanlon, John
Sent: Wednesday, September 12, 2001 8:50 AM
To: Beaubien-MacLean, Marguerite
Cc: Donald MacDonald; Marie Leblanc; Patricia Ann Gaudet; Serge Theriault; Maurice Girouard; Penny Reedie; Carol Rose; Gus vanHelvoort; John Hanlon; Rheal Boucher; Sandra Gaudet; Tim Surette
Subject: RE: Job Description: Chief, SCH/Assets

Margurite:

Further, my notes yesterday I am aware that the NFLD WD's for these positions have been classified at the PM-04 level. As you may be aware this has been a longstanding issue with Gulf / Maritime staff in these positions. I fully anticipate a classification grievance if the current results stand. Is there an opportunity to review this decision given the NFLD WD's??

If these positions are only a few points from the PM-04 level and the NFLD Positions are PM-04 level it would seem appropriate to take a second look.. When submitting this WD It is my belief that all AD's were anticipating and supporting a PM-04 outcome. I know I was.. Unfortunately in this business you can't ask for what you want you have to roll the dice.

I would certainly support taking a second look at this and ask my fellow AD's to advise you If they support this as well.

John Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893

-----Original Message-----

From: Beaubien-MacLean, Marguerite
Sent: Tuesday, September 11, 2001 9:43 AM
To: Hanlon, John
Cc: Girouard, Maurice; Theriault, Serge; Reedie, Penny; Boudreau, Mireille; Leblanc, Marie
Subject: RE: Job Description: Chief, SCH/Assets

The six Area Directors gave their unanimous support to have this most recent version of the WD classified in today's classification standards (copies of their e-mails were attached to the request from Serge). Despite the fact a previous version of this WD had been classified in April 2000 (grieved but then withdrawn), we agreed to classify it again as it was my understanding that this WD was a more accurate description of the work. The ratings show a strong PM-03 (unchanged).

There is no reason to delay issuing the TB 330, as you are discussing adding new duties, not suggesting that the WD is inaccurate. If you submit yet again for classification review, you will need to clearly identify the additional duties, and the effective date you intend to assign these. We will only look at those and establish whether they are significant enough to warrant another classification review. You will need to ask yourself whether adding new duties makes good business sense, or is intended strictly to achieve a higher classification level.

Marguerite Beaubien-MacLean
Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Hanlon, John
Sent: Tuesday, September 11, 2001 8:10 AM
To: Beaubien-MacLean, Marguerite
Cc: Donald MacDonald; Maurice Girouard; Serge Theriault; Burry, Claude
Subject: RE: Job Description: Chief, SCH/Assets

Hi Marguerite:

Thank you for this. I was surprised and disappointed at the level of the Business Manager's position. I was advised that this position would rate maybe a high PM 04 or even higher. Was the rating a strong PM-03?? Is there an opportunity to adjust here before the TB330's go out.

I believe we should consider adding Real Property responsibilities and in particular give formal OSH duties to these positions.

Maurice what do you think??

Jo. Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893

-----Original Message-----

From: Beaubien-MacLean, Marguerite
Sent: Monday, September 10, 2001 6:27 PM
To: Gaudet, Sandra; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheal; Hanlon, John; Clarke, Alan J (Yarmouth)
Cc: Reedie, Penny; Girouard, Maurice; Leblanc, Marie; Langille, Michelle; Boudreau, Mireille; Surette, Tim
Subject: RE: Job Description: Chief, SCH/Assets

The Area Chief SCH/Assets position has been classified ENG-04. As such it will be established as a new position. The Business Manager positions reporting to it have remained at the PM-03 level. TB330's will be issued to confirm this as well as ensure these positions show under the respective Area Director. But given the backlog due to strike and vacation, it may be a while before we get to it. I thought you would want to know so that you can at least start working on your staffing strategy. Please discuss this with Michelle for the Chief position, and Mireille for the Bus. Manager.

We will be using the attached e-mail as the instructions for reporting relationships and org id's. Marie, if you wish we can issue TB330 for Antigonish and Shediac, but I understand structure for Charlottetown remains as is until further notice. Let me know.

<< File: FW Area Director Model.rtf >>

Marguerite Beaubien-MacLean
Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Beaubien-MacLean, Marguerite
Sent: Thursday, August 09, 2001 9:15 AM
To: Girouard, Maurice; Hanlon, John
Cc: Reedie, Penny; Leblanc, Marie; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheal; Gaudet, Sandra; 'Surette, Tim'
Subject: RE: Job Description: Chief, SCH

The classification level will help in determining if this is a new position or a reclassification. I have not yet seen the WD, but I understand the desire is for an ENG. If the classification ends up an ENG, we would be hard pressed to say that it is the same position with enhanced duties, ie reclassification. For the classification to go from PM to ENG, means a substantial change in the nature of the position, thus meaning a new position. If it stays PM, we need then to look at the changes to determine if substantial enough to call it a new position. If it stays PM but is made up of half the old PM and half the old ENG, it would be a new position, especially where there are current incumbents of both the PM and ENG groups.

If a reclassification, incumbent needs to meet the requirements of the SOQ, but no competition.

If a new position, position is staffed by competition or, if not considered a promotion, can be staffed by deployment, (unless of course we are in a reverse order of merit situation....).

As you can see, there could be many scenarios. First thing is to get the WD classified. Once I receive confirmation from each Area Director, indicating unanimous consent, preferably via a signed WD as per my discussions with Penny and Maurice, we will get a classification decision underway. After that, we can discuss staffing strategy.

Marguerite Beaubien-MacLean
Chief HR Operations/Chef Opérations RH
DFO/MPO Maritimes
Tel: 902-426-2366 Fax: 902-426-8910

-----Original Message-----

From: Girouard, Maurice
Sent: Wednesday, August 08, 2001 2:27 PM
To: Hanlon, John
Cc: Reedie, Penny; Beaubien-MacLean, Marguerite; Leblanc, Marie; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheal; Gaudet, Sandra; Surette, Tim; Leblanc, Marie
Subject: RE: Job Description: Chief, SCH

Marguerite will enlighten us on this, thanks.

-----Original Message-----

From: Hanlon, John
Sent: August 8, 2001 2:17 PM
To: Girouard, Maurice
Cc: Reedie, Penny; Beaubien-MacLean, Marguerite; Leblanc, Marie; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Boucher, Rheal; Gaudet, Sandra; Surette, Tim; Marie Leblanc
Subject: RE: Job Description: Chief, SCH

Maurice / Margurite:

Is it clear yet whether these will be reclassifications where the incumbents meet the SoQ's or are these considered new positions thus requiring competitions??

John Hanlon

Area Director, Gulf Nova Scotia

DFO Gulf Region

Office-902-863-5670

Fax-902-863-5818

Cell 902-863-7893

-----Original Message-----

From: Girouard, Maurice
Sent: Wednesday, August 08, 2001 2:08 PM
To: Hanlon, John
Cc: Reedie, Penny; Beaubien-MacLean, Marguerite; Leblanc, Marie; Carol Rose; Gus vanHelvoort; Rheal Boucher; Sandra Gaudet; Tim Surette
Subject: RE: Job Description: Chief, SCH

Thanks John. Marguerite feels you could now proceed and do the staffing of that position for your group. Marguerite is now classifying the position but needs your signature on the staffing request which will confirm your agreement. Please proceed, thanks.

-----Original Message-----

From: Hanlon, John
Sent: August 7, 2001 11:42 AM
To: Maurice Girouard
Cc: Penny Reedie; Donald MacDonald
Subject: FW: Job Description: Chief, SCH

Hi Maurice:

This is to confirm that I have reviewed the new work description for the Area Chief SCH and RPAM and concur that it reflects the nature and duties of the position as I understand them to be based on our previous agreement.

John Hanlon

Area Director, Gulf Nova Scotia

DFO Gulf Region

Office-902-863-5670

Fax-902-863-5818

Cell 902-863-7893

-----Original Message-----

From: Reedie, Penny
Sent: Tuesday, August 07, 2001 9:31 AM
To: Hanlon, John; Rose, Carol Ann (St. Andrews); vanHelvoort, Gus; Murphy, Mike (BIO); Surette, Tim
Cc: Girouard, Maurice

Subject: RE: Job Description: Chief, SCH

Yes.

Please provide your comments on the WD directly to Maurice, with a copy to me. The WD should accurately reflect the nature and duties of the position.

I will arrange with Regional HQ to review the new WD, compare it to the existing one, and advise on any classification change.

I would also appreciate your earliest attention to this initiative .

Thanks everyone.

Penny

-----Original Message-----

From: Hanlon, John
Sent: August 7, 2001 9:02 AM
To: Reedie, Penny
Cc: Maurice Girouard
Subject: RE: Job Description: Chief, SCH

Hi Penny:

Got a note on Aug 01 from Maurice asking AD's to submit the WD to their respective regions for classification and staffing.

If we do this it may mean each region would be classifying the new wd independently. Is there a way to avoid this??

John Hanlon
Area Director, Gulf Nova Scotia
DFO Gulf Region
Office-902-863-5670
Fax-902-863-5818
Cell 902-863-7893

-----Original Message-----

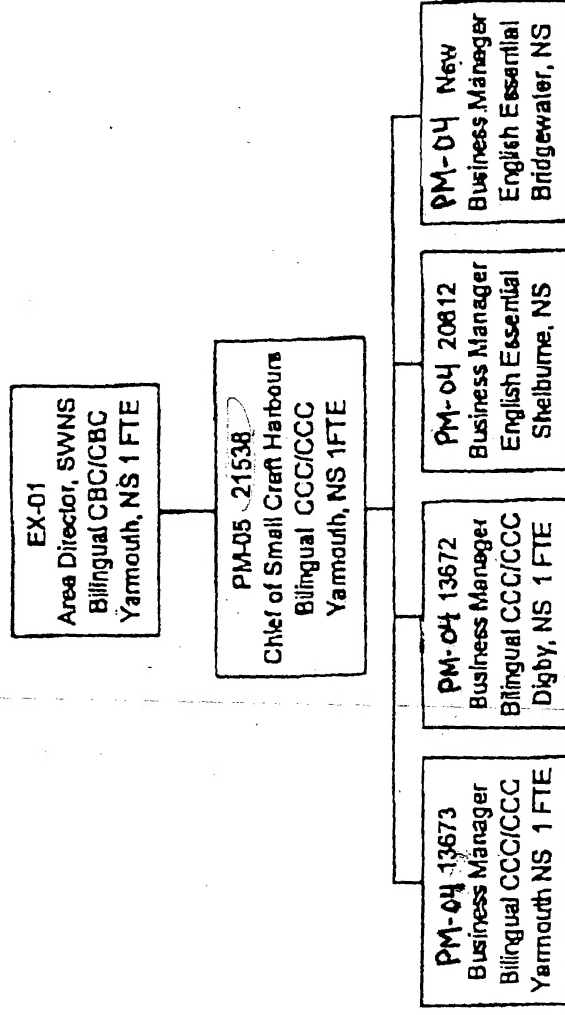
From: Reedie, Penny
Sent: Thursday, August 02, 2001 10:32 AM
To: vanHelvoort, Gus; Murphy, Mike (BIO); Rose, Carol Ann (St. Andrews); Surette, Tim; Hanlon, John
Subject: Job Description: Chief, SCH

Any comments on the draft description?

I'd like Maurice to send it to HR for classification as soon as Area Directors agree that the document reflects the actual work to be done and the skill sets required to do it.

Penny

Chart 2M800
Small Craft Harbours - SWNS



Signature: _____

Date: _____



Fisheries and Oceans
Canada

Pêches et Océans
Canada



HUMAN RESOURCES SERVICE REQUEST

DEMANDE DE SERVICE EN RESSOURCES HUMAINES

Document Released Under the Access to
Information Act / Document divulgué en vertu
de la Loi sur l'accès à l'information

PROTECTED when completed
PROTÉGÉ une fois rempli

1. BASIC INFORMATION / RENSEIGNEMENTS GÉNÉRAUX																	
Directorate/Branch/Division - Direction générale/Direction/Division Fisheries & Oceans - Small Craft Harbours					Designator or Station N° - Sigle ou numéro de poste de courrier												
Financial Code - Codage Financier 2M840					Bridgewater, Nova Scotia												
Position N° - N° du poste New		Group/Level - Groupe/Niveau PM 04		Position Title - Titre du poste Business Manager, Small Craft Harbours													
Position N° of supervisor N° du poste du surveillant 27840		Name and title of supervisor - Nom et titre du surveillant Gary Hubbard, Area Chief Small Craft Harbours and Assests				Telephone N° - N° de téléphone (902) 742-6452											
2. CLASSIFICATION (Action Requested / Action Demandée)																	
<input type="checkbox"/> New Indeterminate Position Nouveau poste indéterminé		Effective Date Entrée en vigueur Y-A M D-J		<input type="checkbox"/> New Term Position Nouveau poste déterminé		From - De Y-A M D-J		To - À Y-A M D-J		Position identical/similar to Poste identique/similaire à							
<input checked="" type="checkbox"/> Reclassification		Effective Date Entrée en vigueur Y-A M D-J		<input type="checkbox"/> Term Position Extension Prolongation d'un poste déterminé		From - De Y-A M D-J		To - À Y-A M D-J		<input type="checkbox"/> Deletion of Position Abolition d'un poste							
<input type="checkbox"/> Review and update Révision et mise à jour		Position excluded from collective bargaining Poste exclu des négociations collectives				No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> Non Oui		Is position vacant? Ce poste est-il vacant?		No <input type="checkbox"/> Yes <input checked="" type="checkbox"/> Non Oui							
3. LANGUAGE REQUIREMENTS OF POSITION - EXIGENCES LINGUISTIQUES DU POSTE																	
<input checked="" type="checkbox"/> English essential Anglais essentiel										<input type="checkbox"/> French essential Français essentiel		<input type="checkbox"/> English or French essential Anglais ou français essentiel		<input type="checkbox"/> Bilingual Imperative Bilingue impératif		<input type="checkbox"/> Bilingual Non-imperative Bilingue non-impératif	
If imperative, state reason Si impératif, donnez la raison										<input type="checkbox"/> "P" Designator Identification "P"		<input type="checkbox"/> Significant Operational Impact Portée opérationnelle importante		<input type="checkbox"/> Indispensable Position Poste indispensable		<input type="checkbox"/> Term Appointment Nomination - Période déterminée	
Communication requirements Exigences de communication			Not required 0 Non requis				Linguistic profile Profil linguistique			Estimated Lang. Use Prév. de l'util. des lang. off.							
Serv. to public Serv au publique		Pers. serv. Serv. au pers.		Centr. serv. Serv. central		English and French 1 Anglais et français		English 2 Anglais seulement		French 3 Français seulement		English or French 4 Anglais ou français		R-L W-E OI/O			
Sup func. Fonc. surv.		Griev. Griefs		Other Autres										Eng. - Angl. Fr. - Fr.			
														%			
4. SECURITY REQUIREMENT OF POSITION - EXIGENCE D'AUTORISATION DE SÉCURITÉ DU POSTE																	
<input type="checkbox"/> Basic Reliability Vérification de base de la fiabilité										<input checked="" type="checkbox"/> Enhanced Reliability Vérif. approfondie de la fiabilité		<input type="checkbox"/> Confidential Confidentiel		<input type="checkbox"/> Secret		<input type="checkbox"/> Top Secret Très secret	
5. STAFFING - DOTATION																	
ACTION REQUESTED - ACTION DEMANDÉE																	
<input type="checkbox"/> Competition Concours		<input checked="" type="checkbox"/> Reclassification		<input type="checkbox"/> New Term Nouvelle période déterminée		From - De Y-A M D-J		To - À Y-A M D-J									
<input type="checkbox"/> New acting appointment Nouvelle nomination intérimaire		<input type="checkbox"/> Deployment Mutation (Déploiement)		<input type="checkbox"/> Extension of Term Prolongation de la période déterminée													
<input type="checkbox"/> Extension of acting appointment Prolongation d'une nomination intérimaire		<input type="checkbox"/> Transfer Mutation (Nomination)		<input type="checkbox"/> Appointment from eligibility list Nomination à partir de la liste d'admissibilité		<input type="checkbox"/> Other (specify) Autre (spécifiez)											
Present Acting Nomination intérimaire		Effective - Entrée		Expiry - Expiration		Reason - Raison											
<input checked="" type="checkbox"/> Full Time Temps Plein		<input type="checkbox"/> Part Time Temps partiel		<input type="checkbox"/> Seasonal Saisonnier		Weekly Hours of Work Nombre d'heures de travail hebdomadaires 37.5		<input type="checkbox"/> General physical examination Examen physique général		<input checked="" type="checkbox"/> Travel Voyage		<input checked="" type="checkbox"/> Overtime Heures supplémentaires					
EMPLOYEE INFORMATION (if applicable) - RENSEIGNEMENTS SUR L'EMPLOYÉ(E) (au besoin)																	
Surname - Nom de famille		First Name - Prénom		Dept. - Min.		PRI - CIDP		Substantive Position No. N° du poste d'attache		Substantive Group / Level Groupe / Niveau d'attache							
Designator or Station N° Sigle ou numéro de poste de courrier		Region Région		Name / Nom		Compensation Specialist / Spécialiste en rémunérations et avantages spéciaux		Telephone N° / N° de téléphone		Fax N° / N° de fax							
Status - Statut		<input type="checkbox"/> Indeterminate Indéterminée		<input type="checkbox"/> Term Déterminée		<input checked="" type="checkbox"/> Full Time Temps Plein		<input type="checkbox"/> Part Time Temps Partiel		<input type="checkbox"/> Seasonal Saisonnier		<input type="checkbox"/> Priority Priorité		<input type="checkbox"/> Casual Emploi temporaire			
												<input type="checkbox"/> Student Programs Programmes étudiants					

6. REMARKS - REMARQUES

Reclassification of Small Craft Harbours Business Manager from a PM-03 position to a PM-04 position. This position is a new position which is vacant at the moment.

Government of Canada / Gouvernement du Canada
EXPANDED POSITION ACTION REPORT
RAPPORT ÉTENDU - ACTIONS SUR LES POSTES

Page 1
Date 2019/11/28
Time/Heure 11:30:26

Report ID: GC7PM015

AS OF DATE / EN DATE DU : 2001-07-10

Position / Poste : 00068606 Business Manager

Work Description / Description de travail : 0000038609 Business Manager

----- P o s i t i o n I n f o r m a t i o n / D o n n é e s s u r l e p o s t e -----

Effective Date / Date effet : 2001-07-10
Action Reason / Motif action : NEW New Position - J / Nouveau poste (J)
Abolish by/End of Term / Proch. rév./abolition :
Business Unit / Entité : CNDFO Fisheries & Oceans BU / Pêches & océans entité
Job Code / Code emploi : 518339 Business Manager
Reg/Temp / Permanent/temp. : R Regular / Permanent
Full/Part Time / Temps plein/partiel : F Full-Time / Temps plein
Manager Level / Niveau direction : 8 All Other Positions / Autres postes
NOC / CNP : 1221 Administrative Officers / Agents administratifs
Location / Emplacement : 120206 Yarmouth
Geographic Location / Lieu géographique : 1202006 YARMOUTH
Department / Service : 60300 Area Director, Southwest N.S. / Dir secteur sud-ouest N-É
Reports To / N° poste responsable : 00062952 Chief, SCH and Assets
Security / Sécurité : 2 Reliability / Fiabilité
Applied By ID / Appliquée par (Id) : 068502 Heather Smith
Applied By Date/ Appliquée par (Date) : 2001-07-10
Remarks / Commentaires :
Previous Position No./No. poste antérieur : 00027261

----- D e c i s i o n I n f o r m a t i o n / D o n n é e s s u r l a d é c i s i o n -----

Decision # / N° décision : 0000056211 Effective Date / Date effet : 2001-07-10
Decision Reason / Motif décision : NEW
Class Code / Code classification : PM 03
Function / Fonction : /
Eval Process / Processus évaluation : 01 W/O Comm. / SansComité
Posn Class Auth / Autor. classif. poste : 2 Departmental / Ministère
Class Accred # / N° accréd. classif. : 97007 Lisa Peck
Class Auth Dt / Date autor. classif. : 2002-02-26
Next Review Dt / Date proch. rév. : 2007-02-26
Remarks / Commentaires :
Management-Directed Classification Decision/
Décision Dirigée par la gestion : N

----- F a c t o r C o d e C o o r d i n a t e P o i n t s / C o d e f a c t e u r C o o r d o n n é e s P o i n t s -----

Factor			Coordinate	Coordinate
Code	Description	Description	Coordonnées	Points
Facteur			Coordonnées	Coordonnées
01	Knowledge	/ Connaissances	C2	224
02	Decision Making	/ Prise de décisions	B2	146
03	Operational Responsibility	/ Responsabilité opérationnelle	C	40
04	Contacts	/ Contacts	2	70
Total Coordinate Points / Total des points des coordonnées			480	

Supervisory Factor / Facteur surveil.: X

----- S t a f f R e l a t i o n s / R e l a t i o n s d e t r a v a i l -----

Essential Services / Service essentiels : 0 Position not essential / Poste non essentiel
Proposed / Proposé : N Effective Date / Date effet : 2001-07-10

Exclusion / Exclusion : 10 Not excluded/Not essential / Non-exclu, non-essentiel
Proposed / Proposé : N Effective Date / Date effet : 2001-07-10

----- O f f i c i a l L a n g u a g e s / L a n g u e s o f f i c i e l l e s -----

Effective Date / Date effet : 2001-07-10
Lang. Req. Posn / Exigences ling. poste : 2 English essential / Anglais essentiel
Imp. St. Ind. / Ind. dot. impér. : /
Office Code / Code bureau : 2246 Yarmouth NS A Office CP/RM/SCH

	English / Anglais	French / Français
Reading / Lecture	-	-
Writing / Écrit	-	-
Oral / Oral	-	-
Com. Serv. Public / Services au public	2 English only	/ Anglais seulement
Com. Pers. Serv. / Services personnels	2 English only	/ Anglais seulement
Com. Cent. Serv. / Services centraux	2 English only	/ Anglais seulement
Com. Supervisory / Superviseurs	2 English only	/ Anglais seulement
Com. Grievance / Grievs	0 Not required	/ Non requis
Com. Other / Autres	0 Not required	/ Non requis

----- D e l e g a t i o n / D é l é g a t i o n -----

Effective Date / Date effet :
HR Delegation Level / Niveau délégation des RH : /
Effective Date / Date effet :
FIN Delegation Level / Niveau délégation fin : /

End of Report/Fin du rapport

000626

Government of Canada / Gouvernement du Canada
EXPANDED POSITION ACTION REPORT
RAPPORT ÉTENDU - ACTIONS SUR LES POSTES

Page 1
Date 2019/11/28
Time/Heure 11:31:11

Report ID: GC7PM015

AS OF DATE / EN DATE DU : 2001-07-11

Position / Poste : 00068606 Business Manager

Work Description / Description de travail : 0000038609 Business Manager

----- P o s i t i o n I n f o r m a t i o n / D o n n é e s s u r l e p o s t e -----

Effective Date / Date effet : 2001-07-11
Action Reason / Motif action : UPD Update a Position / Mise à jour données poste
Abolish by/End of Term / Proch. rév./abolition :
Business Unit / Entité : CNDFO Fisheries & Oceans BU / Pêches & océans entité
Job Code / Code emploi : 518339 Business Manager
Reg/Temp / Permanent/temp. : R Regular / Permanent
Full/Part Time / Temps plein/partiel : F Full-Time / Temps plein
Manager Level / Niveau direction : 8 All Other Positions / Autres postes
NOC / CNP : 1221 Administrative Officers / Agents administratifs
Location / Emplacement : 120206 Yarmouth
Geographic Location / Lieu géographique : 1202006 YARMOUTH
Department / Service : 60300 Area Director, Southwest N.S. / Dir secteur sud-ouest N-É
Reports To / N° poste responsable : 00069181 Area Chief SCH & Assets
Security / Sécurité : 2 Reliability / Fiabilité
Applied By ID / Appliquée par (Id) : 067146 Yvonne Dominey
Applied By Date/ Appliquée par (Date) : 2002-02-25
Remarks / Commentaires :
Previous Position No./No. poste antérieur : 00027261

----- D e c i s i o n I n f o r m a t i o n / D o n n é e s s u r l a d é c i s i o n -----

Decision # / N° décision : 0000056211 Effective Date / Date effet : 2001-07-11
Decision Reason / Motif décision : UPD
Class Code / Code classification : PM 04
Function / Fonction : /
Eval Process / Processus évaluation : 01 W/O Comm. / SansComité
Posn Class Auth / Autor. classif. poste : 2 Departmental / Ministère
Class Accred # / N° accréd. classif. : 97007 Lisa Peck
Class Auth Dt / Date autor. classif. : 2002-02-26
Next Review Dt / Date proch. rév. : 2007-02-26
Remarks / Commentaires :
Management-Directed Classification Decision/
Décision Dirigée par la gestion : N

----- F a c t o r C o d e C o o r d i n a t e P o i n t s / C o d e f a c t e u r C o o r d o n n é e s P o i n t s -----

Factor			Coordinate	Coordinate
Code	D e s c r i p t i o n	/	D e s c r i p t i o n	P o i n t s
Facteur			Coordonnées	Coordonnées
01	Knowledge	/	Connaissances	C2 224
02	Decision Making	/	Prise de décisions	B2 146
03	Operational Responsibility	/	Responsabilité opérationnelle	C 40
04	Contacts	/	Contacts	3 110

Total Coordinate Points / Total des points des coordonnées 520

Supervisory Factor / Facteur surveil.: X

----- S t a f f R e l a t i o n s / R e l a t i o n s d e t r a v a i l -----

Essential Services / Service essentiels : 0 Position not essential / Poste non essentiel

Proposed / Proposé : N Effective Date / Date effet : 2001-07-10

Exclusion / Exclusion : 10 Not excluded/Not essential / Non-exclu, non-essentiel

Proposed / Proposé : N Effective Date / Date effet : 2001-07-10

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Com. Supervisory / Superviseurs	: 2	English only		/ Anglais seulement
Com. Grievance / Griefs	: 0	Not required		/ Non requis
Com. Other / Autres	: 0	Not required		/ Non requis

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Effective Date / Date effet :
FIN Delegation Level / Niveau délégation fin : /

End of Report/Fin du rapport

000627